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COMMUNIQUÉ

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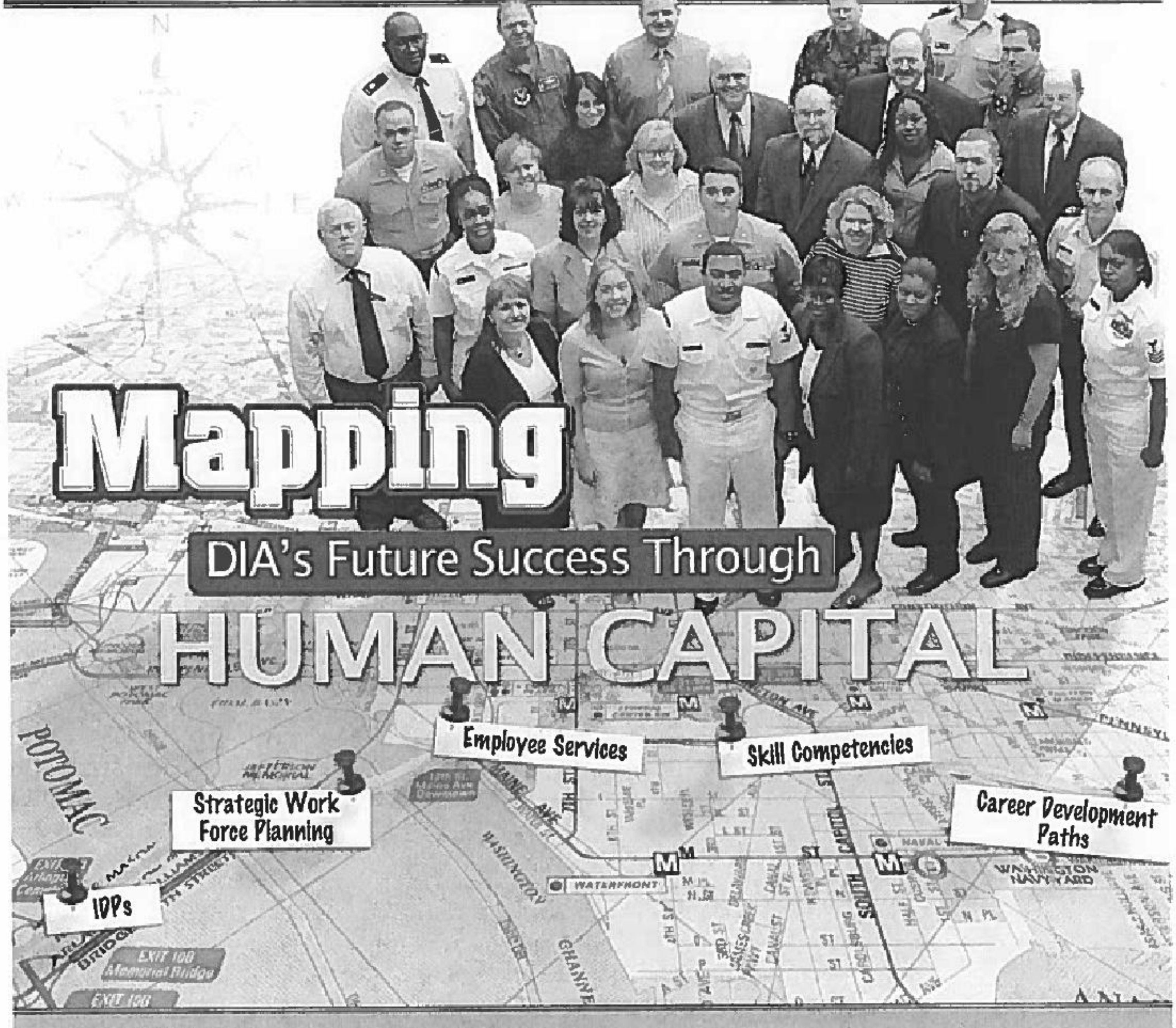
Employee Services
Skill Competencies
Strategic Work Force Planning
Career Development Paths
IDPs
POTOMAC

Mapping DIA's Future Success Through HUMAN CAPITAL

PLUS...

- DIA 101, TIP Students and Deploying Personnel Review the Law of War
- Financial Executives Recall Deployment to Iraq
- Leading Change in Defense Intelligence: DIA Updates Strategic Plan
- The President's Daily Brief: New Responsibility, Big Opportunity

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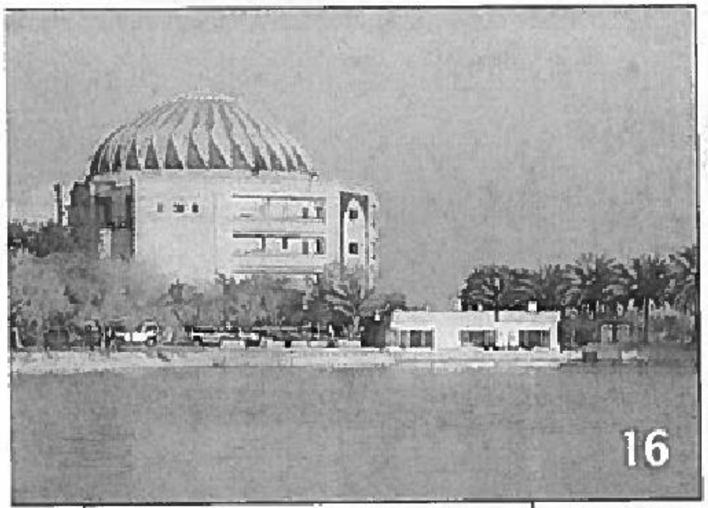

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Front cover photo by Staff Sgt. Jera Stubblefield, USAF, DA

CORRECTION

In an article on the DIA Advisory Board, the name of a former board member was omitted. Brig. Gen. Annette L. Sobel served on the former Advisory Board for eight years under three directors. Sobel co-chaired the Chemical and Biological Intelligence Support Team panel and chaired the Defense HUMINT Day several years ago. Sobel is a distinguished member of the Technical Staff Sandia National Laboratories. The article referred to appeared in the July/August issue of the *Communiqué*

-- The Editor

Interview with DIA's Chief HUMAN CAPITAL Officer

By Communiqué Staff, CP-P

John S. Allison, Deputy Director for Human Capital

In May 2005, Vice Adm. L.E. Jacoby announced the formation of a new organization that resembles the chief human capital officer model being instituted in government and commercial sectors. Led by Mr. John S. Allison, this new directorate — the Directorate for Human Capital (HC) — consolidates the agency's various human capital functions, including human resources management, strategic work force planning, training, career development and force structure planning. The director stated that the creation of HC will better position the agency to meet the objectives outlined in the DIA Strategic Plan, to interact with the new director of national intelligence structure, to accommodate new responsibilities delegated by the commander of U.S. Strategic Command and to better position the agency to be a key component of the undersecretary of defense for intelligence's "Remodeling Defense Intelligence" initiative.

Mr. Allison assembled a human capital implementation team, headed by vice deputy director for human capital, Robert Pecha, comprising agency resources and consultant support to define and stand-up the HC organization by Oct. 1.

The Communiqué editor spoke with Mr. Allison about the goals and objectives of this new organization, and what HC will offer the DIA work force as it transitions to full operating capability.

COMMUNIQUÉ: *What are the mission and objectives of the new Directorate for Human Capital (HC)?*

MR. ALLISON: Our mission is to ensure that DIA is the work place of choice for talented people dedicated to all-source operations. We are focused on four main objectives to use as the roadmap for the initial implementation of the Human Capital directorate. The first is to automate as many human capital administrative and day-to-day processes as possible. The second is to help line managers become better people managers, and to provide the employees an opportunity to become better self-managers so that everyday personnel management processes

are consistently high quality. Third, we want to bring human capital considerations into the longer-term strategic framework of the agency. And finally, we'd like to create an organizational culture that helps motivate and support the work force to deliver DIA's mission.

COMMUNIQUÉ: *What existing components of the agency will comprise the new Human Capital directorate? What new elements will be formed to support your objectives?*

MR. ALLISON: On the surface, it looks like we are simply merging the Office for Human Resources and the Chief Training Executive. That isn't the case. Rather, we're creating an entirely new organization that's more appropriate to the environment that we are in. So we are designing the new directorate around roles and functions, not organizational boxes and individuals.

With this in mind, besides being clear about the value we want to add for DIA, we reviewed best practices in industry and new standards established by the General Accountability Office. From that, we determined that there are several areas and capabilities that are important to us. First, we plan to establish an office of strategic human capital. It will focus on work force planning and provide forward-looking competency frameworks and human capital approaches. We also plan to have several HC advisors who are champions in important areas, for example in diversity. We are bringing the diversity and strategy piece into the Human Capital Directorate and expect that having a diversity champion in the front office will help us find and retain the people we need to be successful in the new intelligence environment.

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Introduction To Federal Accounting
Pending
09/09/2005

We will also embed customer support officers for human capital in the directorates to ensure consistency and quality, as well as a customer focus. And, we will create an office of technology-based human capital applications. This will ensure that we don't have point solutions — a training solution here, a hiring solution there — but instead, have a system-of-systems approach to information technology in the human capital arena.

We'll have an office of learning and career development. We do the learning part now but the focus on career development will shift from just training to a lifecycle approach to learning and moving people. Of course, we'll have an office of human resources, which will do many of the things we do today, with a focus on improving, integrating and providing technology solutions for our day-to-day services.

I've been describing these focus areas as "clouds" that will become boxes that will become an organizational chart. We are currently defining what should happen in each of these areas and identifying the best people to staff them.

COMMUNIQUÉ: *Why did DIA leadership establish HC at this time?*

MR. ALLISON: I think there are a few reasons. First, the DIA Board of Directors and leadership recognized that human capital issues must be at the top of our list of strategic concerns. We don't make things here at DIA. We turn data into knowledge, and that's very much related to the quality of our people.

So focusing our attention on all of the elements of human capital and putting them in one place will give us an opportunity for seamless integration of these functions.

Also, the Office of the Director of National Intelligence includes a chief human capital officer who will look at the personnel policies in the intelligence community. Our ability to have a similar structure will enhance interaction with ODNI staff.

What we are doing echoes what is happening in the larger human capital world in the private sector and globally. There is an increasing awareness of the obvious: people create and put knowledge to work. This calls for major changes in the full array of people practices.

COMMUNIQUÉ: *What will this mean for the HC work force and its customers?*

MR. ALLISON: The HC work force challenge will become both more strategic and more tactical. With the addition of a work force planning function and customer support offices in each directorate, we will be able to be better strategic partners with our customers — bringing a long view to support their strategies. With more emphasis on technology applications in human capital and on transforming our basic people practices, we will bring ourselves to the best practice standard. Our human capital work force will be able to be a part of this transformation and will have a chance to use their best skills and develop new ones.

From our customers, we will seek a new kind of partnership. We all must work together to develop work force plans and better systems. We need to work together to recruit, place and develop our people. Global research tells us that line management are key players in the human capital system. We are going to equip our line managers to be better at delivering on their people roles.

In addition, we will provide information, processes and tools to the work force so that they can actively participate in the processes that affect their jobs, careers and development.

> "My main goal is to create a strong strategic human capital capability that covers planning, policy, metrics and centralized guidance."

To do all this, we have to have strategically guided, coherent, consistent and reliable approaches across the agency. We intend to ensure this happens with the interests of all stakeholders in mind.

COMMUNIQUÉ: *What are your main goals and priorities for the directorate? What do you believe are the major issues that need to be addressed, for the short- and long-term?*

MR. ALLISON: My main goal is to create a strong strategic human capital capability that covers planning, policy, metrics and centralized guidance. A second goal is to support management in their role as professional people managers. The third is to have state-of-the-art practices in some of our critical areas, especially work force planning, organizational development and change, recruiting and staffing, performance management, employee services, learning design and partnerships with customers.

We'd also like to be a strong external voice on key human capital issues affecting the entire intelligence community. And we would like to give more attention and visibility to foreign languages, which, by the way, will be a function of the Human Capital directorate.

As I mentioned, we will also create end-to-end technology-based solutions for many of our people challenges. We will do all this by providing one Human Capital voice and keeping HC issues in front of the DIA seniors.

"...we will provide information, processes and tools to the work force so that they can actively participate in the processes that affect their jobs, careers and development."

Raising the profile of human capital issues and solutions is important at this time. With this in mind, Bob Pecha and I have begun a series of interviews with our customers to get a sense of what they think we should address in the short-term. At this early stage in our strategic relationship they say they would like us to:

- improve the hiring and staffing process;
- create a career and development environment that retains people;
- expand employee assistance;
- make line managers partners in a stronger recruiting presence;
- above all, have a flexible can-do attitude that minimizes the bureaucracy that they have to wade through in order to hire, manage, develop and move their people.

Having said all of the above, I have a caveat. We have developed a framework for the new Human Capital directorate. But it is premature to solidify long-term goals before our implementation team makes its final recommendations. I plan to review their recommendations and to have more conversations with our customers. Then, I think it would be appropriate to chart the long-term goals. As with any major organizational change, we have to ensure that we deliver on current needs while we position ourselves for new ways of operating. I want us to stand-up this organization as efficiently and effectively as possible and with the least turmoil we can manage. So, while the broad direction is clear, I'm deferring the long-term goals until we have this all ironed out.

COMMUNIQUÉ: *The longest and most detailed part of the DIA strategic plan is on the work force. Please explain the ways in which your office supports the director's strategic objective to achieve a skilled work force. How will you measure your success?*

MR. ALLISON: The strategic plan offers the Human Capital organization a lot of guidance and a number of challenges. One of the most important objectives is to recruit, develop and retain a flexible, diverse and appropriately skilled work force to perform the agency's mission. That's a very powerful sentence. What it means to us in HC is quite simple, although not easy: we have to improve recruiting, improve training, improve staffing, improve career development and improve how we adhere to our values. A critical current goal is to reinstitute and empower individual development plans. We have to take immediate action to ensure that DIA is a place where people are developing skills and moving forward in their careers.

Part of our challenge is developing measures that tell all of us — starting with senior leadership — how we're doing. One of the tasks that I've given to the implementation team is to look at metrics that would give us that insight. So far, the team has identified the following quantitative measures: new hire rate (the ratio of people hired to the plan established at the beginning of the year); acceptance rate (the percentage of people offered jobs who accept them); time-to-fill (how quickly we fill open positions with the best talent); and retention rate (the percentage of people who voluntarily stay with us).

There are also some important accomplishments that we can't quantify, but we do want to measure. We want to know, for example,

whether we're doing the right things in terms of staff development and using the skills of our people. We'd like to better understand the diversity climate, the effectiveness of our training courses and the extent and effectiveness of our individual development and career broadening opportunities. We want to know how satisfied our customers are with the human capital support they receive. All of these are more subjective. We will conduct surveys and use more qualitative means of assessing progress in these areas.

So we will take that list of key measures, find ways of measuring them and then provide that data to senior decision makers.

COMMUNIQUÉ: *What is strategic work force planning?*

MR. ALLISON: We need to understand the skills we have, the skills we need and where the competitive pressures will be vis-à-vis these skills. Then we will identify the work force strategies for future success. Do we need to shift our recruiting approach? Train and develop differently? Redesign work? Do we try and use technology in new ways to alter the skill requirement mix? We have a challenge to compare our current and future work force and then to chart the way forward.

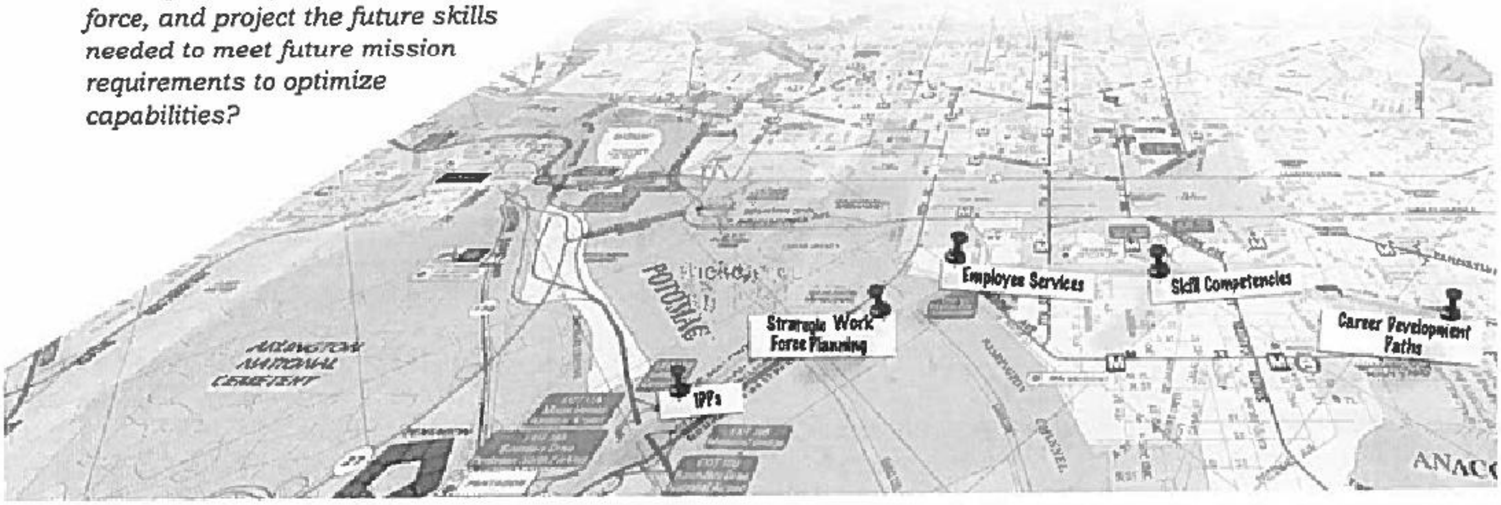
COMMUNIQUÉ: *How will HC baseline existing skills of the agency work force, and project the future skills needed to meet future mission requirements to optimize capabilities?*

MR. ALLISON: There's a process underway to identify current and ideal future work force competencies. The difference between the two is our development and hiring challenge. It is a special challenge to development competency frameworks, but we are doing this in a transparent way — involving people from all work groups in identifying competencies, assessing current status and charting development options. We'll communicate the results and conclusions as the competency identification and assessment process evolves.

COMMUNIQUÉ: *Tell us more about the competency process and where you are going with it?*

MR. ALLISON: There appear to be 14 to 15 groupings of competencies, for example, analysis competencies, management competencies, financial competencies, etc. Career and development paths relate to these groupings. Competencies within and between the groupings will give everyone a common language for recruiting, hiring, developing, promoting, career planning, and categorizing development/training activities. Competency language will also help us provide access to a wide array of tools and decisions related to these activities.

COMMUNIQUÉ: *How will needed knowledge, skills and abilities be acquired?*



MR. ALLISON: If a person has a competency development need, he or she will be able to access eZHR to match the need with learning events of all kinds — courses, on-the-job activities, bag lunches, guest speakers, rotational tours and full-time study programs. There are many exciting possibilities. But we have to identify the individual's competencies first. Everyone will be able to create a personal on-line profile based upon feedback from others and on self-assessments. Everyone will be able to know where he or she stands.

One consequence of this is that we will move away from training as the standard development response. We will define development much more broadly. When we do train, we will supplement it with other forms of learning. Having defined competencies will help immensely. I think it's fair to say the trainers today operate in a vacuum because they don't have well-defined competencies to train to. In the near future, trainers will partner with the customer and subject-matter-experts to define learning experiences that develop critical competencies. This will clearly benefit both the individuals who want to learn and trainers who want to have a more focused impact.

IMPLEMENTATION TEAM

John Allison, *Deputy Director for Human Capital*

Robert Pecha, *Vice Deputy Director for Human Capital*

Keith Herrington, *Report Consolidation and Preparation*

Donna Abernathy, *Communications*

Tom Cummins, *Work Force Skills*

Patty Curtin, *Budget*

Warner Eley, *Space*

Dan Hooton, *Roles, Missions and Functions*

Karyn McCubbin, *HC Information Technology*

Jeanette McKenna, *Organizational Structure*

COMMUNIQUÉ: *Please explain the concept of the satellite offices in the directorates for strategic and consultative human capital support, and why this is necessary to accomplish HC objectives.*

MR. ALLISON: It is a concept that we are going prototype in the Directorate for Information Management and Chief Information Officer (DS). There are four important reasons for moving in this direction. First, every directorate has people who do human capital-related work, either part-time or full-time. They are there to respond to the immediate needs of the directorate in which they work. Much of what they do is transactional in nature, and it is done in a diffused manner. This results in different levels of services throughout the agency — some better than others. Second, there are different approaches to human capital challenges throughout the agency — creating different impacts on our brand and culture. Third, we have no consistent way to identify strategic work force requirements for the directorates and to partner with its directors to address their human capital issues. And finally, people doing human capital work have uneven access to their own professional development, and today's human capital work requires continually developing professional skills. None of these four conditions are good for DIA.

So, we plan to bring everyone who does human capital work into the Human Capital organization. The goal is not to consolidate power or add bureaucracy. It is to ensure that every individual in DIA has equal quality and access to human capital services.

Based on what we learn through our test in DS, we'll create a map for satellite operations throughout DIA. We want to create one unified Human Capital organization that responds to local differences but delivers consistent service and quality. Our satellite teams will be our agents in place, partnering with our customers to improve the quality and consistency in service to the directorates.

COMMUNIQUÉ: *How will HC encourage innovation and risk-taking for the employees of DIA?*

MR. ALLISON: A key thing to remember about changing behavior is that you get the behavior you reward. It's a complex issue and you have to think of it as a long-term process. Having said that, we must understand the competencies related to innovation and risk-taking. Then we must recruit and select people who have these characteristics and ensure that there is a performance management system in place that targets, rewards and recognizes innovation and risk-taking. Our executives play a role too. Their words and actions must reinforce that we are serious about these behaviors.

It's really about empowerment. Managers have to empower employees to question the status quo and be allowed to recommend process improvement. Calculated risk-taking really does increase the likelihood of success. But in intelligence, we tend to be risk-averse. So empowerment is a cultural change that won't happen overnight. Our new Human Capital organization will be in a position to use the full set of tools from recruiting through performance management to increasing both innovation and risk-taking here at DIA. This will surely include empowerment training for all levels of employees in our leadership and development programs.

"Global research tells us that line management are key players in the human capital system. We are going to equip our line managers to be better at delivering on their people roles."

COMMUNIQUÉ: *Where do you see HC in the next five to 10 years?*

MR. ALLISON: This is very preliminary because we need to continue to work with our customers and leadership to identify our key strategic focus areas. But some directions are increasingly clear. In five to10 years, technology will speed up and simplify many of our processes, especially those related to recruiting, staffing, career development and career tracking. Self-service, self-management and technology support will characterize those areas in the future.

In the future there will also be clearly understood multiple tracks for career development and movement. People will be able to move between management and technical paths in DIA or from one technical path to another. There will be opportunities to move to a new career field as individual motivations and interests change. We'll have a variety of options so that the work force has as many choices as possible.

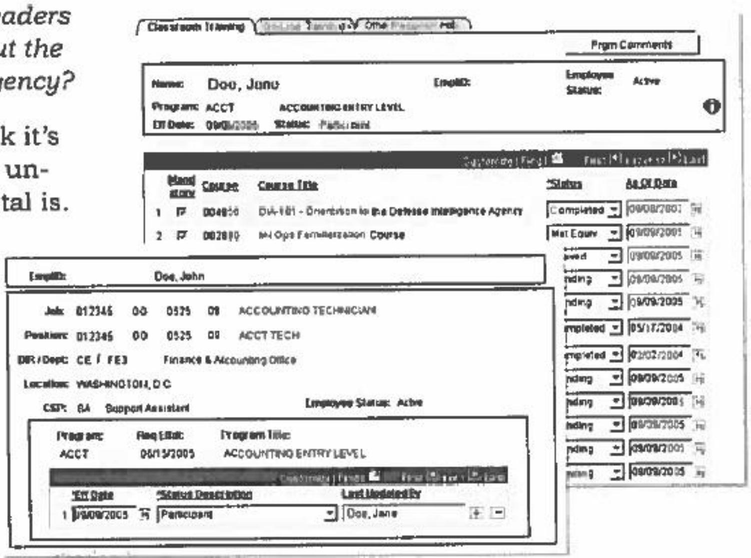
I also see a future where our DIA employees excel in intelligence community rotational and leadership positions. I think that we will have more modern approaches to learning and career development with e-learning increasing, rotational assignments increasing, mentoring being a life-long part of working here at DIA and a lot of self-managed learning. I've said that several times. The best person to be taking care of one's career is in fact, the individual. And if we can give individuals the tools to chart their progress and improve their chances for success, I think they'll take advantage of those tools.

Finally, if everything works, in five to 10 years DIA will be seen as the agency in the intelligence community that defines best practices in the human capital area. Our managers will be known for the way they manage their people. DIA will be the work force of choice for our target work force. These are exciting opportunities and I believe we can do it!

COMMUNIQUÉ: *What else would you like the DIA work force to know about the HC*

directorate? How can our readers learn more information about the newest directorate in the agency?

MR. ALLISON: First, I think it's important for employees to understand what human capital is. According to the text books, it is the collective sum of the attributes, life experience, knowledge, inventiveness, energy and enthusiasm that its people choose to invest in their work. More simply, it is the care and development of our work force.


Classroom Training | On-Line Training | Other

Prgm Comments

Name: Doe, Jane
EmplID:
Employee Status: Active
Program: ACCT ACCOUNTING ENTRY LEVEL
Eff Date: 09/09/2005 Status: Participant

Mandatory	Course	Course Title	*Status	As Of Date
1 ☑		DIA-101 - Orientation to the Defense Intelligence Agency	Completed	
2 ☑		Ops Familiarization Course	Met Equiv	

EmplID: Doe, John
Job: 012345 00 0525 08 ACCOUNTING TECHNICIAN
Position: 012346 00 0525 08 ACCT TECH
DIR / Dept: CE / FE3 Finance & Accounting Office
Location: WASHINGTON, D.C
CSP: 8A Support Assistant
Employee Status: Active

Program:	Req Eff Dt:	Program Title:
ACCT	06/15/2005	ACCOUNTING ENTRY LEVEL

*Eff Date	*Status Description	Last Updated By
1 09/09/2005	Participant	Doe, Jane

Screenshots of the career programs module in eZHR where the IDP will reside.

We want to be leaders in the management of human capital. We also want to listen to our customers, and work with them to meet their needs. And we want to do this in a transparent and participative way. Human capital is really everyone's business, so we've established a means for our customers and the DIA work force to give us feedback and ideas. We have an interim website called HC@work to keep employees informed of our progress in standing-up the new organization. It's located under the important links on the Internal Communications page. It offers surveys, articles, discussion boards, frequently asked questions and it's growing every day. Members of the HC organization monitor our discussion board and can provide feedback to any ideas presented.

> "...people create and put knowledge to work. This calls for major changes in the full array of people practices."

The introduction of the Directorate for Human Capital signals a new and exciting change in the agency's commitment to its most valuable resource — its people. We are creating a big vision and have an important mission. It will take us time to fulfill all aspects of it, but the important first steps are happening now as we launch this new organization. I hope everyone is DIA will work with us to make it a success — through our transition days and into the future.

Civilian and Military Personnel Update

Civilian and Military Retirements, Anniversaries, Promotions and School Graduations in June and July 2005

By Office for Human Resources, HC

Civilian Retirements

Rachel B. Carrig, FE
David E. Cook, DI
Kathy A. Cordero, FE
Michael A. Cusumano, DH
Armand R. Houle, DH
David H. Kercher, DI
James F. Leahigh, DI
James F. McCool, DI
James T. Murphy III, DI
Kenneth P. Raeder, J2
Georgiann Tolliver, DI
Peter G. Tsouras, DA
Roger W. Van Gunst, DI
James G. Westbrook, DI

Employee Celebrating 45 Years Federal Service

Samuel W. Crawford, DI

Employees Celebrating 35 Years Federal Service

Sanford E. Brooks III, FE
Jacqueline S. Burrows, GC
Ronald D. Fleming, DT
Jennifer E. Greenwald, DI
Janice M. Hallsten, DA
Joseph B. Hise, DI
Steve Johnson, DI

Employees Celebrating 30 Years Federal Service

Dantena M. Bielke, DH
Joseph G. Boyce, DS
Thomas W. Clements, DI
Linda A. Cyr, DI
Debbi L. Faison, J2
Janice C. Gould, IE
William R. Hanna, FE
Judy K. Harrington, IG
Joseph J. Hefferon, CISA
Kenneth M. Johnson, DI
M. Ellen Jones, DI
Roger D. Jones, DI
Carolyn A. Koenig, DS
Laurence R. Maguire, DI
Karen D. McCord, DA
Michael M. Medenis, DS
Harriet J. Meyer, IG
Fredric J. O'Neill, DA
Linda A. Payne, DS
Jean R. Ribot, DI
Carol A. Sherrer, DT
Kay E. Sirbaugh, DI
Frederick J. Wells Jr., DI
Hazel P. Wood, DS

Employees Celebrating 25 Years Federal Service

Roy H. Amacher, DI
Janet L. Anderson, DI
Juliana Arias-Anderson, DH
Patricia C. Brown, DI
Edward F. Chabot, DI
Joseph G. Coleman, DT
Elvia E. Cortes, MD
Thomas M. Cunningham, DI
Michael R. Danis, DI
Gwenyth D. Field, DI
Adriane D. Givens, DH
Johnny L. President, DS
Keith S. Snell, DI
Anthony A. Steele, DA
Steven M. Thomason, AE
Stephen M. Wallace, DI
Gregory O. White, DI
Jozefa A. Wierzbicki, DH

Employees Celebrating 20 Years Federal Service

Margaret C. Baker, DI
Terrie A. Davis, DH
Diane C. Dixon, DA
Thomas L. Donnelly, DT
Joann D. Dullahan, DI
Steven D. Fager, DS
Thomas C. Foley II, DA
Barbara E. Hales, DH
Dale A. Hamilton, DS
Michael D. Howard, IE
Deborah G. Keimig, DI
Alan S. MacDougall, DI
Beate M. Moss, DA
Darrell P. Neal, DI
Darren P. Newberry, DI
Thomas A. O'Brien, DS
Elizabeth C. Pickering, MC
Judith M. Robinson, MC
Donna M. Saunders, CS
Zenia M. Smith, FE
Mark D. Stillwagon, DS
Richard E. Tisdel, DI
Herman V. Triplett, DH
Linda M. Williams, DH
Harry R. Wiltrout, DS

Employees Celebrating 15 Years Federal Service

Kimberly S. Brown, DA
Randall T. Cox, DI
Daniel F. Cronin, DH

Rodney O. Dewindt, DS
Kimberly A. Guadalupe, DA
Eloise Gwinn, DH
Carla A. Hale, DA
John D. Jennings, DI
Denis C. Kaufman, DI
Elizabeth R. Legier, DH
David R. Lessard, J2
Brett T. Miller, DA
James E. Mullaley, DI
Patrick M. O'Malley, DI
Tina L. Parnes, HC
Jimmy D. Rhoden, DA
James W. Roundtree III, DI
Thomas D. Thygesen, DT
Ryan P. Velthuis, DI
Elizabeth M. Wadium, DI
Robert T. Walker Jr., DA
Carrie M. Watson, DH

Employees Celebrating 10 Years Federal Service

Jeanette M. Allard, J2
Jon J. Brogdale, DI
Cheryl M. Coley, DA
Lorraine R. Feliciano, J2
Todd S. Herwig, DI
Jeffrey W. Hayes, J2
Pamela A. Hoss, DT
Aimee M. Iannelli, DI
James S. Jewell, DI
James Manzelmann, DA
Nathaniel M. Mendez, DI
Kelley G. Posey, DI
Bobby J. Reighard Jr., OP
Pamela J. Rivers, J2
John B. Seiden, J2
Michael R. Timberlake, DI
Patricia L. Von Hollen, J2

DIA Promotions to DISL

David W. Becker, DH
David S. Caulfield, CS
Thomas N. Tomaszewski, DH

DIA Promotions to GG-15

Richard B. Askenazy, DI
Forrest L. Cargile, DI
Wanda G. Daley, DI
John W. Fisher III, TE
Jacky L. Hardy, DI
Mark V. Kauppi, HC
Leslie N. Minihan, DH
James A. Morrow Jr., HM
Kelley G. Posey, DI
Jennifer C. Stanton, DA
Eve W. Swaim, DI
Thomas F. Villacres, DI
Christopher M. Wallace, DI

DIA Promotions to GG-14

Dean J. Adkins, J2
Katherine R. Alexander, CS
Deborah Alston, HC
Mary T. Anderson, DS
Sidney M. Austin, DI
Wendell J. Boyd Jr., DS
John L. Brennan, HC
Florence C. Carrington, TE
Alice M. Danby, DT
Dennis R. Dougherty, DA
Warner S. Eley, HC
Heather N. Freedman, DI
Jack C. Gardner Jr., DI
Sharon A. Glidwell, DT
Michael B. Hale, HC
Deborah D. Harris, HM
Demitry L. Hopkins, DA
Eric P. Hudson, DT
Mary V. Kasmierski, FE
Wayne A. Montgomery, DI
David M. Nussbaum, DS
Belinda J. Payne, DH
Presley Reeves, J2
Robert G. Rieser, DT
Constance A. Rush, TE
Christopher D. Schwen, DH
Matthew G. Soden, DI
Drew Stathis, DA
Daniel K. Taylor, DI
Dana H. Thomas, DS

DIA Promotions to GG-13

Theresa A. Babczak, DR
Saurabh Baveja, DS
Barry D. Borie, J2
Thomas M. Carpenter, DT
Mika J. Cross, HC
Bernadette K. Gallagher, DI
Carrie M. Gibbs, DI
Douglas S. Hall, DH
Thurman L. Harter, DS
Tracy J. Harvey, DH
Eric N. Heller, J2
Serena L. Hoffman, J2
LaReina A. Jackson, HC
Walter L. Johnson, DA
Adam J. Kolowich, OP
Kimeko S. Langham, DI
Patricia A. Lanzara, MC
Carlos M. Lopez, DI
Jonathan M. Scheina, J2
JoAnn H. Seapy, DI
Laura J. Sporcic, J2
Amber C. Tussing, J2
Timothy W. Vantran, DI
Cynthia E. Weaver, DH
Walter L. Wiley, DA

DIA Promotions to GG-12

Sharon A. Anastasi, DI
Jennifer Bakht, DI
Jimmy L. Blackmon, DH
Barry D. Borie, DI
Kim M. Colabucci, DS
Jessie S. Cowhig, DH
Robert A. Cradduck Jr., DI
Janice L. Don, DI
Rhonda D. Edmond, DS
Robert G. Egbert, DI
Megan E. Endres, DI
Jesse R. Fairall, DI
Michael Forson, DI
Jacob B. Gale, DA
Clay G. George, DT
Michael D. Gibson, DI
Karin B. Gleisner, DI
Carol W. Griffin, DI
Debra L. Hall, DS
Kristen M. Hess, DI
Joseph W. Hicks, DA
JaRay L. Jasper, DS
Joshua A. Kamerman, DI
Justin A. Kortanek, DI
Monica C. Lenard, DI
Craig C. Lipman, DI
Terry N. McKoy, CS
Christopher H. Mehl, DI
Filomena L. Myers, CS
Summer E. Pearson, IG
Sandra L. Presley, DI
Steven T. Proksch, DI
Danica A. Roark, DI
Dionne M. Rosché, DS
Stephen T. Senatore, DI
Brian J. Silinski, DI
Brandi J. Sitler, DI
Rebecca L. Spira, DA
Lizbeth R. Sydnor, DI
Jessica M. Trojak, DI
Loren R. Wallen, J2
Aaron G. Wessells, DI
Louise F. Young, FE
Christy L. Zalac, DI

DIA Promotions to GG-11

Erin M. Barker, DI
Joshua M. Basse, DI
Jason S. Bauer, DI
Alexandria P. Beal, OP
Emily K. Binder, J2
Michael A. Brotherton, DA
Matthew S. Burton, DI
Carrie E. Calligħan, DI
Joseph M. Capitello, DA
Tawanda M. Carter, DH
Unyoung C. Cho, DI
Gretchen Christianson, DA
Patricia M. Clough, DI
Lakisha J. Collier, OP
Micheal J. Copeland, DI
Alexandra E. Crawford-Batt, DI
Anjanette M. Daigle, DI
Jack G. Dale, DI
Karen L. Danner, FE
Noelle J. Davis, DS
Rodney O. Dewindt, DS
Lea-Marie C. Dozier, DI
Eric J. Druxman, DI
Patrick J. Dutton, DI
Robert G. Egbert, DI
Mary S. Elkins, DI
Carlene Evans, DA
Jesse R. Fairall, DI
Michelle S. Fitzgerald, DT
Crystal L. Fox, OP
Susan A. Fulton, DH
Jeremy R. Gibbs, DI
Monica T. Gomez, DI
Gloria A. Greear, J2
Eric N. Heller, DI
Alexander J. Jarz, DI
Patricia A. Jenkins, DI
Nichele R. Jiles, DI
Anson C. Joyce, DI
Matthew J. Kelhart, DI
Daniel E. Koik, DI
Kathryn M. Lee, DI
Benjamin D. Loewy, J2
Jennifer M. Mariner, DI
Sarah C. Marks, DI
Michael C. Marynowski, DA
Deborah A. McBride, DA
Lloyd M. McCoy Jr., DI
Christina M. McDonnell, DI
Robert L. McGregor, DS
Renita F. Montgomery, DI
Melodie N. Moore, DI
Ever Morales, DI
Danielle M. Murtha, DI
Nermine H. Nakhla, DI
Gi T. Nguyen, DS
Wilneld Pognon, DI
Kenneth W. Price, DI
Audrey J. Reynolds, DI
Michael P. Richter, DI
Michael P. Riley, DI
Cherisse M. Rivera, DA
Rolando L. Rivera-Maldonado, DI
Michael W. Rutledge, DI
William A. Said, DI
Starr L. Schmidt, DI
Tracy R. Slone, DI
Mark T. Taylor, DA
Leah N. Tracy, DI
John D. Turner, J2
Amber C. Tussing, DI
Valerie M. Vick, DI
Jarvis L. Waters, DI
Jerry D. Whittaker, DA
Katherine J. Wilson, DI
Laura S. Wittig, DA
Sevinc Yilmaz, J2
Ari J. Zakem, J2
Luke L. Zheng, DI

DIA Promotions to GG-10

John D. Anderson, DI
Sophia T. Ayala, DI
Jenna E. Barr, DI
Candice M. Bosack, DH
Taylor C. Call, DI
George Cano, DI
Sean P. Carlson, J2
Ho-Yan Chan, DI
Barrie J. Chang, DI
Stephanie Z. Chou, DI
Amanda N. Clark, DI
Shannon R. Clark, DI
Letitia D. Daniels, FE
Lisa N. deGorter, DI
Amanda L. DeMotte, DI
Kristen A. Deschermeier, DI
Alisha O. Dixon, DI
Charles D. Duzan, DI
Allison E. Eichner, DI
Heather L. Elliott, DI
Megan E. Endres, DI
Chad W. Ensley, DI
Kelsey L. Erwin, DI
Linda I. Etim, DI
Carmen J. Feliciano, DH
Dana E. Ferrell, DI
Linda D. Frost, DS
Marlene A. Fuller, DI
Dana N. Garrett, DH
Anne-Marie George, DI
Michael D. Gibson, DI
Toni Gidwani, DA
Kenneth A. Haglan, DI
Nathan L. Hanks, DI
Meghan L. Harrison, DI
Kristen M. Hess, DI
Adam J. Hise, DI
Nam V. Huynh, DI
DaeUi Hwang, DI
Sandrea I. Hwang, DI
Lohntraya S. Irving, DA
Brianne A. Johnson, J2
Stephanie A. Judge, DI
Linda M. Kalister, DI
Amanda R. Karlin, DI
Amanda J. Kruvand, DI
Lareina M. Latimer, DI
Adrienne R. Lauzon, DI
Daniel B. Lavelle, DI
Elaine Y. Liu, DI
Scott N. Lunin, DI
Kristen A. Machado, DI
Nicole C. Masi, DI
Candace D. Matthews, DI
Delores L. Matthews, DA
Casey L. Mattox, DA
Genelle S. Mattox, FE
Amanda E. Maxwell, J2
Sarah E. Mazur, CP
Jennifer A. McDonald, FE
Heidi C. McIntire, DI
Leigh A. McRight, DI
Kemper V. Mills, DA
Kevin A. Mitchell, J2
Sarah D. Mravec, DI
Mirriam-Grace C. Navarro, DA
Charlotte E. Nyborg, DA
Candy W. Oliver, DA
Taline S. Parunyan, DA
Sunil V. Patel, DS
Jamia B. Paylor, DH
Austin L. Pearl, DI
Andrew J. Peterson, DI
Sherri L. Popejoy, DA
Steven T. Proksch, DI
Jessica R. Reidy, DI
William J. Robinson, DI
Marie A. Rodriguez, DI
Lindsay E. Sabal, J2
Michael D. Saltsman, DH
Joy E. Schmidt, DI
Jessaka M. Scott, DI
Howard A. Segal, DI

Jennifer L. Shupe, DI
Melissa G. Singh, DI
Julia A. Small, DI
Judith A. Stein, IE
Alan D. Stone, DI
Dorothy D. Street, DI
Darcy L. Taylor, DI
Gary W. Thompson, DI
Diego Ugarte-Carlos, DI
James T. Valentine, DA
Cindy Vazquez, J2
Michelle B. Velasquez, DI
Casie E. Vinall, DI
Laura T. Viscomi, DI
Jennifer M. Vogel, DI
Carolyn L. Webb, DI
Stacy A. West, J2
Heather J. Williams, DI
Thomas P. Williams, DI
Patrick J. Yeager, DI
Leslie Mae J. Zabala, DI

DIA Promotions to GG-09

Adeel Ahmed, DI
Karen E. Albert, DT
Michael G. Albertson, DI
Daniel J. Amato, DI
Christopher M. Armao, DI
Elena A. Asban, DI
Robert S. Barocas, DI
Jason A. Barrett, DI
James-Christian B. Blockwood, DI
Jacqueline L. Bloczynski, TE
Julien D. Bowers, DI
Scott M. Brittain, DI
Joshua T. Builta, DI
Janet W. Cho, DI
Zachary L. Constantino, DI
Andrea D. Davidson, DI
Reeve E. Davis, DI
Alyssa M. Deffenbaugh, DI
William P. DeMaida, DI
Mary E. Drake, DI
Maria T. Druke, J2
Matthew T. Eble, DI
Catherine S. Elbare, DA
Tony M. Ellis, DI
Daniel E. Folliard, J2
Fernando L. Garcia Jr., DI
Katherine A. Giffen, DI
Blair Goff, DI
Adam A. Goldberg, J2
Christopher M. Grant, DI
Valerie D. Green, DH
Yasmin Hakin, DI
Nekesha L. Hamilton, DI
Julie C. Harbour, DI
Matthew D. Hasty, DI
Michelle L. Henderson, DI
Geoffrey C. Henisee, DI
Hector A. Hermosilla Jr., DS
Emily A. Hiatt, DI
Rebecca A. Hinckley, DI
Brett M. Holmgren, J2
John M. Horton, DI
Melissa L. Hurter, DI
Lauren F. Jackson, DI
Ellen A. Jacobson, DI
Leif E. Jacobson, DI
Carmen R. Jimenez, DI
Adam L. Johe, J2
E'Lecia D. Johnson, DI
Angelia L. Johnston, DI
James P. Klapps, DI
Shana R. Kurata, HC
Valerie N. Lea, DH
Elizabeth R. Legier, DH
Fiza Malik, DI
Sheila J. McCullough, DI
Catherine T. McMahon, DS
Julia H. Midland, DI
Vitaliy V. Mikhaylov, DT
Sanjay Y. Murty, DI
Michelle S. O'Brien, DI
Okwudiri A. Ononiwu, DT
Daniel P. O'Reilley, DI
Michael A. Page, DI
Jaeda L. Pang, DI
Flowarin E. Patanakul, DI
Elizabeth M. Perry, J2
Chelsea L. Pierce, DI
Allen L. Prince, DA
Jay K. Rangan, DI
Alexander J. Rossmiller, DI
April L. Runkle, DI
Kristine A. Saunders, DI
Saul J. Slowik, DH
Darryl K. Stevens, DS
Tamika C. Stidham, AE
Kimberly E. Stokes, J2
Gregory B. Stoneberg, DI
Karen M. Sudkamp, DI
Crystal H. Swain-Bates, DA
Daniel J. Tobin, DI
Robert D. Van Hooser, DI
Emily G. Vasquez, FE
Birgit E. Waidmann, DI
Laurie L. Weisser, DI
Cara M. Wells, DI
Carolyn G. Wilkinson, DI
Candace P. Williams, DI
Erin E. Wilson, DI
Stacie Y. Young, DI

DIA Promotions to GG-08

Isiah S. Badger, DA
Kenneth B. Baldwin, DA
Emil P. Boudreau, J2
Kristen K. Dedinsky, FE
Rosanah Fung, DI
Mariam Gillis, DI
James E. Hall Jr., DA
Ira E. Hill, DA
David Lee Jr., DA
Patrick J. Lee, DI
Jennifer A. Maher, DA
Roseanne W. McManus, DI
Pedro O. Milo, DI
Isaac R. Moore, DA
Aiyana A. Oates, DA
Patrick E. Sinaguinan, DI

DIA Promotions to GG-05

Jonathan E. Butler, DI
Keena N. Reese, MC

DIA Promotions to GG-04

Casey A. Cashdollar, J2
Kristen E. Parks, DA
Kimberly R. Ventresca, DA

DIA Promotions to GG-03

Maria K. Yoo, DH

Army Promotions

Lt. Col. Catherine E. Gillund, J2
Lt. Col. David M. Lovejoy, DH
Lt. Col. Luis A. Perozo, J2
Lt. Col. Laura A. Potter, J2
Lt. Col. David D. Wisyanski, DI
Lt. Col. James F. Zink, J2
Staff Sgt. Theolonius H. Wade, DS
Sgt. Richard M. Cebula, DS
Chief Warrant Officer Joseph Sorenson, DH

Air Force Promotions

Lt. Col. Richard K. Milner, DH
Lt. Col. Louis E. Mingo Jr., J2
Lt. Col. Cynthia A. Provost, DT
Lt. Col. Brian G. Smith, DH
Maj. Tammie L. Ridder, J2
Master Sgt. Frank J. Becker Jr., DH
Master Sgt. Christopher T. Jones, DR
Master Sgt. Andrew S. Morgan, DT
Master Sgt. Scott A. Patey, DH
Tech. Sgt. Vladimyr Dorestant, DH
Tech Sgt. Kimberly S. Paradise, DH
Tech Sgt. Adam J. Smith, MC
Tech Sgt. Mark A. Smith, MC

Navy Promotions

Capt. Daniel E. Braswell, DH
Capt. Robin Myers, J2
Cmdr. William Anderson, DT
Cmdr. David J. Brunk, J2
Cmdr. Geffrey D. Cogan, J2
Cmdr. James A. Letexier, DI
Lt. Cmdr. David B. Dobler, MC
Lt. Kyle W. Kramer, DI
Lt. Leonardo D. Mendez, DI
Lt. Mateo Robertaccio, DI
Senior Chief Petty Officer Bonnie Aubin, DH
Senior Chief Petty Officer Thomas A. Berns, CE
Petty Officer 1st Class Todd Anderson, DS
Petty Officer 1st Class Ronald C. McRae Jr., DH
Petty Officer 1st Class William J. Siegrrist, DS
Petty Officer 2nd Class Token J. Chino, DS
Petty Officer 2nd Class Justin J. Hyde, DS
Petty Officer 3rd Class Chance L. Walker, DT

Air Force Noncommissioned Officer Academy Graduates

Tech. Sgt. William R. Adkins, DS
Tech. Sgt. William A. Refenes, DT*

* Distinguished Graduate

DIA Welcomes NEW Hires

DIA Welcomes the Following Civilian and Military Personnel Who Arrived in June and July 2005

By Office for Human Resources, HC

Civilian Hires

Vickie M. Albertson, DH
Jeanette M. Allard, J2
Gary S. Allo Jr., DT
Scott E. Appleton, MC
Adam R. Banner, DI
Adam T. Barlow, DH
Christine H. Barton, DS
Charles S. Biever, DI
Valerie Blue, OP
Suzanne Bonner, IE
Judith S. Boyd, FE
Traci A. Brown-Pelletier, DI
Charles R. Brunt, DT
Groslyn M. Burton, DA
Chad B. Cantwell, FE
Emily P. Caven, DI
William W. Chambers, DS
Jeffrey Chen, MC
Neehar P. Choksey, DS
David J. Cohen, FE
Glennel M. Cooper, FE
Melvin Cordova, HM
Michael N. Coward, J2
Heidi Cuneo, DH
Abigail R. Dixon, DT
Lynn M. Domino, J2
Erin E. Driscoll, DI
Raymond J. Driscoll II, J2
Brian W. Earley, IE
Charlotte E. Edgerton, AE
Joanna A. Fischer, MC
Erin K. Fitzpatrick, DI
David S. Foster, DT
John C. French, DI
Adrianne George, J2
Ladosha C. Gilliard, DS
Heather L. Green, DI
Jana M. Gough, FE
Georgina Hammond, DH
Daniel E. Hansen, DA
Jenny L. Handy, DI
Byron C. Hartle, MC
Sharon L. Hayes, FE
Claudia D. Henderson, DI
Takiyah A. Henry, MC
Teresa A. Higgins, DA
Danielle L. Hillmer, DS
Douglas P. Holt, HC
Robert L. Hubbard, DT
Martina L. Johnson, DA
Jennifer D. Jordan, OP
John G. Keller, DT
Anthony K. Kenon, DH
Maria L. Kersey, AE
Matthew M. Kiefer, MC
Daryl S. King, DI
Kenneth P. Koch, DI
Martin J. Kocsis, DI
Keely O. Lange, DH
Nicholas LaPietra, DS
Jason Larson, DI
Edgar F. Lee, DH
Lloyd R. Lewis III, DA
Tamara Lewis, DI
Kara L. Lloyd, DA
James C. Lucore II, DS
Erika C. Macias, OP
Justin S. Mankin, DI
Tara McNealy, MC
Michael M. Medenis, FE
Masoud Mehfar, DI
Daniel C. Mendez, DS
Steven L. Moore, DI
Anastasia D. Moro, MC
Robert F. Morris, DS
Constance A. Morrow, OP
Margarita C. Nelson, OP
Suzanna Ng, MC
Debra M. Nicholson, FE
Tosha J. Nicholson, J2
Stephen R. Norton, HM
Joongyul D. Oh, DH
Aubrie L. Ohlde, MC
Charlesanna Osborne, DH
Gustav A. Otto, DA
Gary M. Patishnock, HC
Matthew J. Phillips, FE
Karl K. Pieragostini, TE
Patricia E. Pieragostini, J2
Charles L. Pistorino, FE
Todd C. Pruett, IE
Richard G. Raboteau, DH
Jere L. Richardson, DT
Leonard N. Rivet, HC
Walter A. Rochmis, DI
Jonathon G. Schelmbauer, DI
Stephen A. Schreiner, TE
Michael R. Sidrow, TE
Craig S. Smith, FE
David W. Smith, DH
Dianne L. Smith, TE
Tony T. Smith, DA
Dennis E. Snider, DS
Andrew I. Staller, DI
Lisa A. Sweeney, DI
Ebbonie P. Taylor, DS
Suzanna C. Tischler, DT
Kathleen F. Todd, J2
William T. Unbehend, DA
Elizabeth E. Ventura, MC
Patricia L. Von Hollen, DI
Nicholas M. Vukadinovich, DA
Meir R. Walters, MC

Katherine H. Welch, DH
Jessica L. Wells, OP
Oliver C. Wright III, DA
Gregory H. Young, DI
Brian R. Zaborowski, DH
Jeffery P. Zielecki, DS
George W. Zimmerman, DH

Summer Interns

Brian J. Banal, FE
Heather H. Barahmand, J2
Steven R. Bini, DI
Cordelia A. Boersma, DA
Roxana Botea, DH
Luke P. Brennan, FE
James P. Burman, DA
George E. Carr IV, FE
Alex J. Churchman, FE
Thomas W. Edgar, DS
David J. Felt, DI
Robert F. Filar, DA
Andrew J. Filla, DS
Abby K. Gambrel, J2
Jennifer Gamza, DA
Keith M. Gerver, J2
Kory W. Godfrey, DS
Michaela J. Goertzen, DA
Amit R. Gosar, J2
Ginger L. Guzman, DA
Nathan J. Hodson, DA
Ahmad Ishaq, FE
David W. Jessop, DI
Christopher R. Kelley, FE
Murad A. Khan, DS
Tony C. Ku, DS
Sebastian E. Kurian, HC
Emmanuel M. Lewis, DS
Tasia A. Martinez, DA
Jervon McBride, DS
Joy A. Makayama, DA
Kristy M. Nottingham, IG
Robert D. Orozco, DT
Lisa E. Phillips, DT
Evan J. Portelos, DS
Cristina M. Prelle, DA
Katherine E. Rahmlow, CP
Susan E. Randolph, DS
Soumya Rangarajan, DI
Christopher F. Russell, DI
Tiffany J. Schneider, J2
Jennifer D. Scuibba, DA
Zachary P. Scott, DS
Darren L. Seraile, DA
Laura M. Taggart, CP
Nicole M. Valencia, FE
Carl M. Vigil, DA
Lorenzo Winfrey, DS
Andrea Yaffe, DI
Jessica L. Zarrella, GC
Firend F. Zora, DH

Active Duty Hires

Army

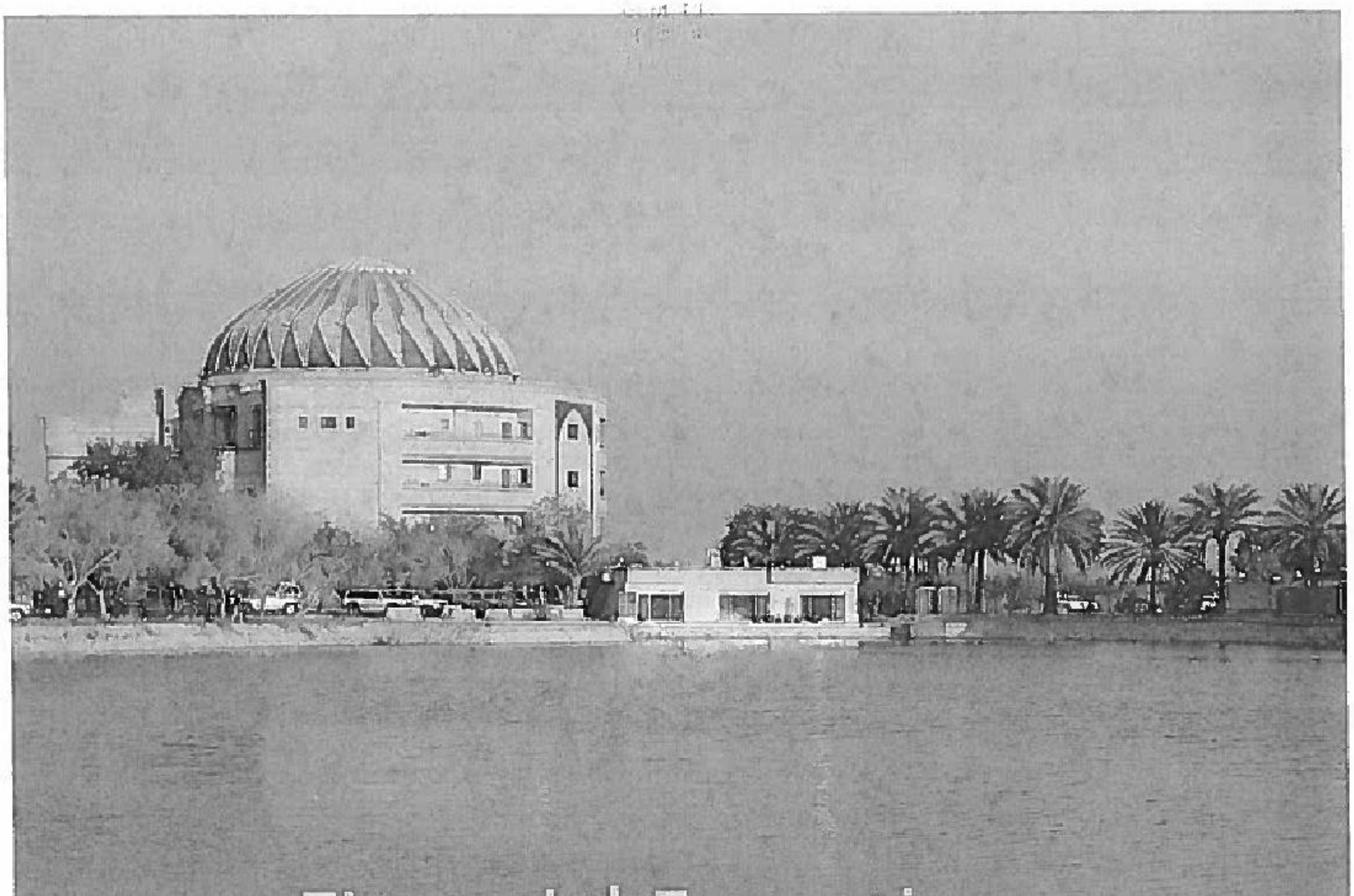
Col. Michael J. Arinello, DI
Maj. Dario A. Baratto, DH
Sgt. Mary N. Bowie, DI
Col. Robert A. Carr, J2
Maj. Scott T. Fleeher, DH
Capt. Sakinah A. Jewett, IE
Maj. Sherman D. Kelly, J2
Maj. David L. Knight, JFCC-ISR
Maj. Bryan Lee, J2
Maj. David M. Lovejoy, DH
Sgt. Teodora Mocanu, DA
Sgt. Mary H. Sierra, DA
Cpl. Ebony Smith, IE
Maj. Donald Weatherford, DI

Air Force

Lt. Jeffrey W. Abbott, DS
Maj. Brian J. Berning, J2
Master Sgt. Larry H. Blanchard, HC
Capt. Ana L. Bosley, DI
Chief Master Sgt. Christopher R. Brewington, DH
Tech. Sgt. Sharon L. Caballero, DA
Maj. Steven M. Campbell, DT
Tech. Sgt. Jeffery R. Davis, DA
Staff Sgt. Chad M. Deschane, DS
Senior Master Sgt. Kelly Dixon, DH
1st Lt. Charles Gee, DS
Maj. Mitchell L. Hildebrand, DI
Maj. Mark A. Hiryak, DI
Lt. Col. Henry T. Ilson, DI
Senior Master Sgt. David R. Jungnitsch, DH
Master Sgt. Jacqualine P. Lewis, J2
Capt. John F. Lingelbach, DT
Maj. Andrew S. McCoy, DH
Master Sgt. Judith K. Medeiros, DH
Maj. Patrick C. Miller, DH
Lt. Joseph C. Monticello, DS
Master Sgt. Joe L. Myers Jr., J2
Tech. Sgt. Hector N. Perez Jr., DH
Master Sgt. Richard P. Phillips, DH
Lt. Col. Daniel G. Raines, J2
Col. Anthony M. Rizzo, DI
Tech. Sgt. David J. Shipley, DA
1st Lt. Lanthan R. Turner, DH
Col. Jonathan M. Wohlman, DR

Navy

Cmdr. Dale H. Benson, DH
Lt. Cmdr. Gary M. Bruce, DH
Cmdr. Michael E. Devine, DH
Lt. Cmdr. Michael J. Hannan, DH
Petty Officer 2nd Class Keita J. Jones, DA
Cmdr. Thomas P. Jones Jr., DH
Petty Officer 3rd Class Loureann Laureano, DH
Capt. Kevin L. Little, DH
Petty Officer 2nd Class Matthew E. Priebe, DS
Capt. Claudia M. Risner, DH
Lt. Cmdr. Karin A. Shuey, DH
Capt. Robert J. Tate, HC
Capt. Walter B. Watson, DH
Cmdr. Peter K. Webb, J2



Financial Executives Recall Deployment to IRAQ

By David A. Jablonski, CP

WHEN DIA OPERATORS DEPLOYED TO IRAQ IN 2003, an unlikely supporter was in their midst.

Harry Gaskin, the first of five civilians to deploy from the Office of the Chief Financial Executive (FE) to the Iraq Survey Group (ISG), accompanied the advance team to establish facilities for human intelligence analysts and other DIA specialists charged with producing the Weapons of Mass Destruction report for the president. Gaskin is a supervisory financial resource manager with FE's Strategic Investments and Budgeting Office.

Four others followed Gaskin: William "Bill" Lopez, Roger Caslow, Joseph Roberts and Shirley Hackworth.

Before DIA people could operate in Iraq, they needed facilities and materiel. That's where financial expertise came in. Gaskin served as the deployed DIA liaison who arranged for the purchase of materiel and contractor services.

"Up to that point DIA had been a static think-tank — we never deployed," Gaskin said. "In the past maybe one or two people would have deployed with a military unit and they would have received their logistical support from that unit. It was a real challenge to deploy a larger volume of people. We had to learn how to do it from DH (the Directorate for Human Intelligence)," Gaskin said.

Once operations bases were established in Qatar and in Kuwait, Gaskin helped establish the operations concept that enabled the convoy system to ferry goods to DIA customers in Iraq.

Lopez picked up the financial ball from Gaskin.

"DIA needed volunteers with FE experience and I was the second to volunteer to go," Lopez said. "There was minimal equipment in place upon arrival at Baghdad airport, temperatures were over 130 degrees, some people had buildings, others had tents, there was no power grid ... people literally lived in the elements. DIA needed FE to work hand-in-hand with contractors to establish its own procedures to procure necessities and mission equipment."

"The operators realized that even in contingency operations, unless you're going into a safe, secured location financial and logistical support was critical — they need to be with the first people into the area to establish living and operating facilities," Lopez said.

The solo operation used cash payments, contracts and other mechanisms to secure the basic tools and infrastructure to allow DIA people to get to work. Critical needs ranged from major items such as buildings, roads and electricity, to smaller but equally important necessities such as bottled water, ice and latrine service.

The Army veteran with Airborne Ranger qualifications found himself in difficult situations supporting convoy operations in Basra and Baghdad. At one point Lopez said, "there was great consternation about whether we should take the

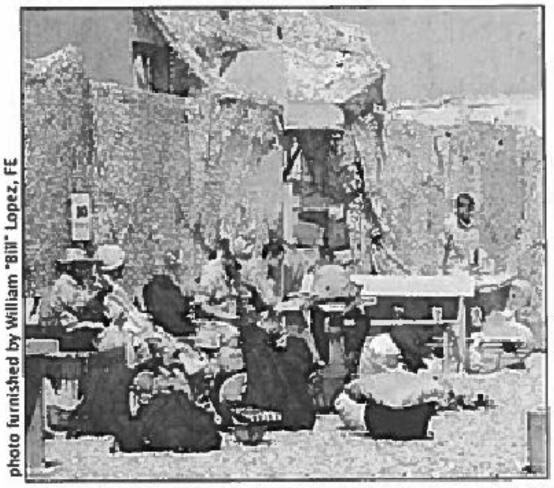


photo furnished by William "Bill" Lopez, FE

Left: Soldiers wait for an Air Force flight out of Baghdad International Airport. The camouflage vehicle behind them is a PX trailer.

Below: Bill Lopez in a lightly armored Humvee used for security patrols outside the perimeter of Camp Slayer, taken three days after the Blackwater contractors were killed in Fallujah and Iraq reignited.

photo furnished by William "Bill" Lopez, FE

chance. It would have involved soldiers in armored high-mobility multipurpose wheeled vehicle (HMMWVs). I had to ask myself, 'Why am I doing this money stuff in the middle of all this?' But that's your job and you just do it — it's an old soldier's mentality."

Shirley Hackworth was assigned to the ISG in 2004 and took control of a mature process.

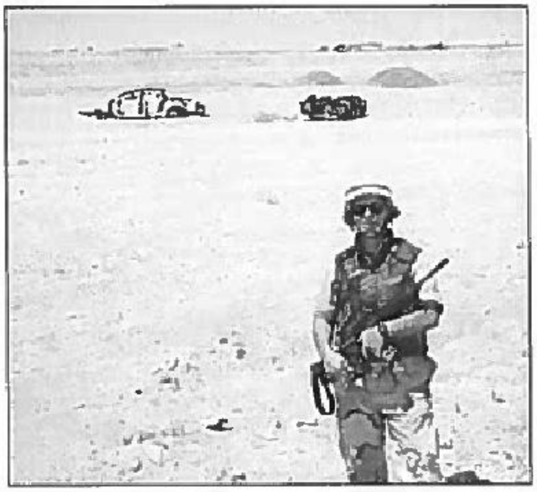
"DIA had deployed a lot of contractors," she explained. "We filled the UMD (unit manning document) with over two thousand by the time I got there."

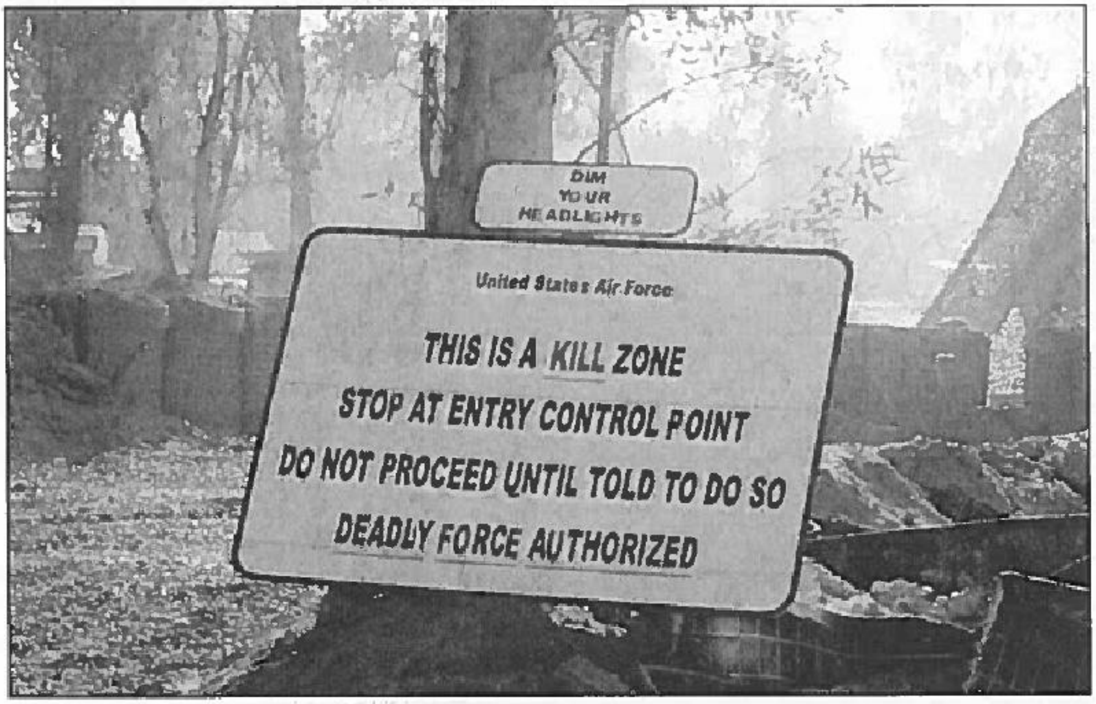
Hackworth said the FE mission had evolved from building infrastructure and ensuring convoys arrived unscathed, to making sure vendors delivered products and services directly to DIA clients.

She said the support she received in maintaining these contracts was the envy of her deployed colleagues.

"Usually within 24 hours, no matter what day it was, I always got a response from DIA," she said. "I knew I could get a response even on weekends. I can't speak more highly of the people at DIA, from the perspective of someone who was deployed. They care about the mission, they were very commendable."

Once the Weapons of Mass Destruction report was written and the DIA presence reduced, FE maintained a surge capability, "in case we need it," Hackworth concluded.




DIM
YOUR
HEADLIGHTS
United States Air Force
THIS IS A KILL ZONE
STOP AT ENTRY CONTROL POINT
DO NOT PROCEED UNTIL TOLD TO DO SO
DEADLY FORCE AUTHORIZED

Above: A refueling stop while moving a convoy on Route Tampa taking supplies to Camp Slayer, in September 2003.

Right: This sign was positioned at the entrance to Baghdad International Airport, used by the U.S. Air Force for flights in and out of Baghdad.

DIA 101, TIP

Students and Deploying Personnel Review the LAW of WAR

By GC Staff

> *"If one stops to consider what the law of war seeks to achieve, one is both appalled at the scale of the undertaking and uplifted by the sheer resilience and hopefulness of the human spirit in attempting such a task . . . To endeavor to subject to normative restraints the conduct of warfare is perhaps the summit of human ambition in the law-making and law-applying area."*
>
> *– G. Draper, "Implementation of the Modern Law of Armed Conflict," page 6 (1973)*

THE LAW OF WAR is currently in the forefront of international commentary concerning combat operations against insurgents and terrorists — lawless adversaries who habitually violate the law's humanitarian precepts. In such circumstances, the United States has a compelling national interest in reaffirming its commitment to the rule of law. DIA's Office of General Counsel (GC) recently completed its inaugural law of war presentations to both DIA 101 and the Tomorrow's Intelligence Professionals (TIP) program. GC has also been providing law of war briefings to both deployed and deploying DIA personnel. The goal of these presentations is to enhance our intelligence professionals' understanding of the domestic and international legal obligations that govern armed conflict and their application to DIA activities.

Operations Enduring Freedom, Iraqi Freedom and the broader Global War on Terrorism have raised important topical issues under the law of war that are of immediate relevance to both DIA personnel deployed overseas and those serving in the U.S. However, law of war training is a longstanding Department of Defense-wide program required under our nation's international treaty obligations as a party to the four Geneva Conventions of 1949.

GC's presentations to DIA 101 and TIP on the law of war consist of five segments: an introduction to the law of war, its history, the protected status of prisoners of war (POWs), the legal status of spies and war crimes. The briefings to deploying and deployed personnel have focused on the international legal

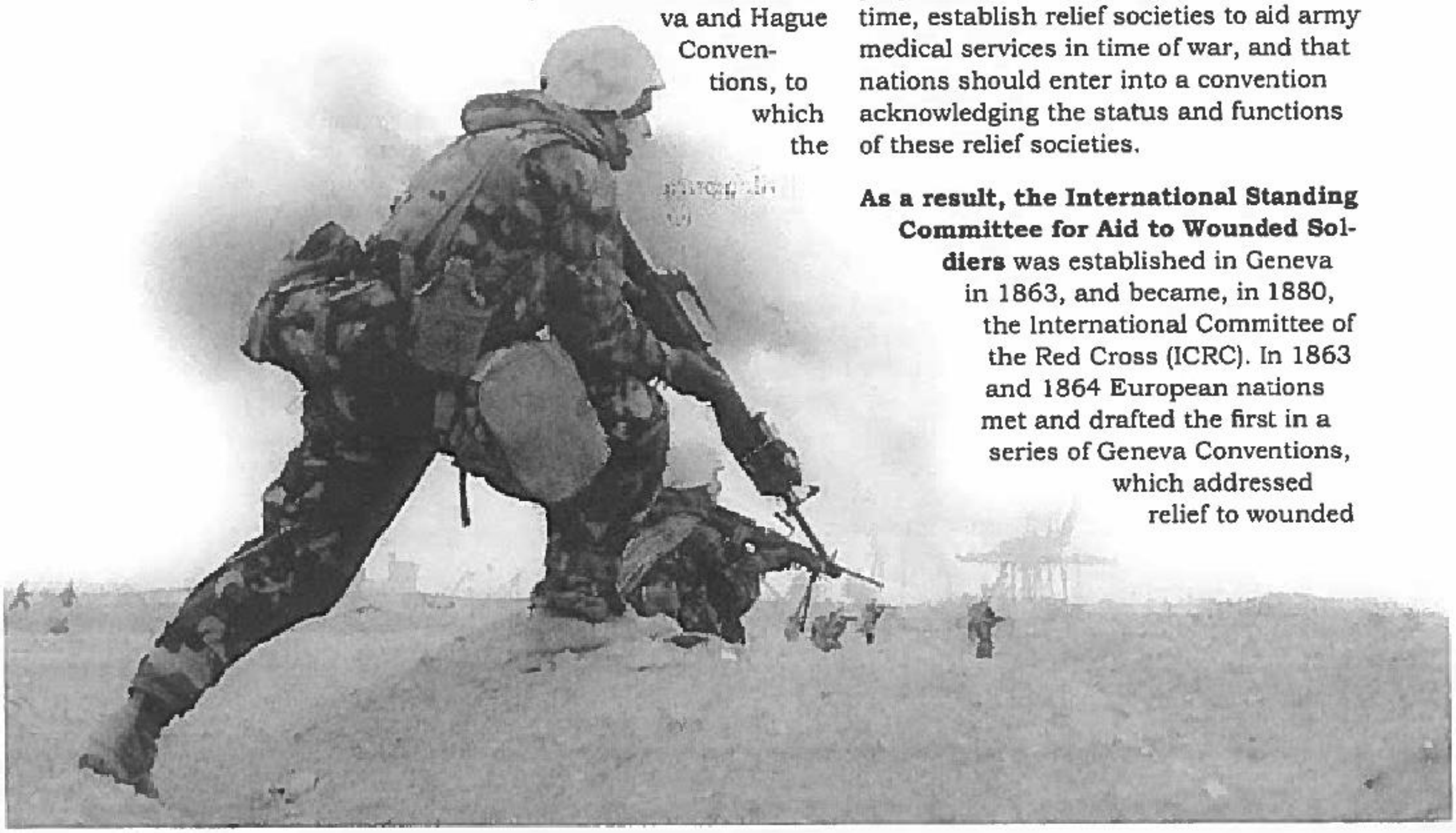
mandate for humane treatment of all detainees — even those who do not qualify for POW status.

The briefings to deploying and deployed personnel have focused on the international legal mandate for humane treatment of all detainees – even those who do not qualify for POW status.

The law of war, in its broadest sense, includes both the legal justifications for nations to resort to armed force (the jus ad bellum) and the law governing the conduct of armed hostilities (the jus in bello). In the modern era, the former is governed principally by the United Nations Charter, which obliges member nations to refrain from the threat or use of force in international relations, while recognizing their right of individual or collective self-defense. The law governing the actual conduct of hostilities, also called the law of armed conflict or international humanitarian law, finds its principal sources in international treaties such as the Geneva and Hague Conventions and in rules of customary international law that are binding on all nations. On the domestic legal front, under the Supremacy Clause in Article VI of the U.S. Constitution, treaties like the Geneva and Hague Conventions, to which the U.S. is a party, are "the supreme Law of the Land." Accordingly, all DoD personnel, both military and civilian, must comply with the law of war.

The law of war has an interesting history. It is the oldest part of the modern international legal order, and developed from the medieval law of arms and codes of chivalry. The modern era brought a renewed recognition of the need to ameliorate the suffering caused by war. In 1859, at the Battle of Solferino in northern Italy, the French forces of Napoleon III and Sardinians under Victor Emmanuel defeated Francis Joseph of Austria. During this bloody engagement, approximately 38,000 officers and men were killed or wounded within 15 hours. Many of the wounded died due to lack of medical care. Henri Dunant, a resident of Geneva, Switzerland, witnessed the battle and was moved to publish a book called "Un Souvenir de Solferino," which proposed that nations should, in peacetime, establish relief societies to aid army medical services in time of war, and that nations should enter into a convention acknowledging the status and functions of these relief societies.

As a result, the International Standing Committee for Aid to Wounded Soldiers was established in Geneva in 1863, and became, in 1880, the International Committee of the Red Cross (ICRC). In 1863 and 1864 European nations met and drafted the first in a series of Geneva Conventions, which addressed relief to wounded



soldiers in the field. It was ratified by the European powers by 1867, and by the U.S. in 1882. Meanwhile, the U.S. had already begun codifying customary law of war principles in 1863, when President Lincoln asked Francis Lieber, a Columbia University professor, to prepare rules for the Union Army in its ongoing conduct of the Civil War. The result of this effort was General Order 100, the Lieber Code, the first set of written American rules for the conduct of war.

After World Wars I and II, efforts to ameliorate the suffering caused by war continued. Most prominent after World War II, the bloodiest conflict in human history, were the adoption of the United Nations Charter and the Geneva Conventions of 1949. The four Geneva Conventions focus on humane treatment of war victims, including the wounded and sick; the wounded, sick and shipwrecked at sea; prisoners of war; and the civilian population. U.S. Sen. John Glenn, a former POW, has described the Geneva Conventions as "created in response to the stark recognition of the true horrors of unbounded war."

The law of war finds enforcement mechanisms in reciprocity, the system of protecting powers and substitutes (especially the role of the ICRC), and through prosecution of war criminals by either domestic courts or international tribunals. There are several bases for the prosecution of American military or civilian personnel who commit war crimes such as mistreatment of a POW or civilian internee. Military personnel who commit war crimes are normally prosecuted by court-martial under the Uniform Code of Military Justice, while civilians may be subject to prosecution in federal court under the War Crimes Act of 1997, the federal torture statute and pursuant to the Military Extraterritorial Jurisdiction Act.

Questions are sometimes raised as to whether spying is a violation of international law, and whether spies are war criminals. The answer to both questions is "no." Under international law in wartime, a person is considered a spy when, acting clandestinely or under false pretenses, he or she obtains or endeavors to obtain information in the zone of operations of a belligerent nation, with the intention of communicating it to forces hostile to that belligerent. Such espionage is not a violation of international law, nor, more specifically, is it a war crime. However, all nations recognize that spies pose an unparalleled danger to their national interests. Therefore, as a matter of national self-protection, virtually all nations, including the U.S., have enacted domestic laws that make spying against their interests a crime punishable in their domestic courts.

This is consistent with the law of war, because clandestine agents, not wearing their country's uniform, do not benefit from "combatant immunity" if captured by the enemy, and do not qualify for POW status under the Geneva POW Convention. Instead, they are classified as civilian detainees who have forfeited certain protections under the Geneva Civilians Convention because they committed hostile acts against the detaining power. As a result, captured spies are subject to criminal prosecution for espionage under the detaining power's domestic laws. Their precapture clandestine activities, unlike the lawful combatant activities of uniformed soldiers, are not immune under international law from domestic prosecution.

The law of war is of central importance in ongoing U.S. operations around the world, and DIA plays a critical intelligence role in those efforts. GC welcomes your inquiries on law of war issues, and has provided a review of law of war principles on its Joint World-wide Intelligence Communications System (JWICS) web page within the DIA Web site.

Knowledge Lab Pilots Produce REAL RESULTS

By Adrian "Zeke" Wolfberg, CS

THE DIA KNOWLEDGE LAB USES PILOT PROJECTS to test ideas for improving all-source intelligence operations. The pilots launched earlier this year have already shown us how to be more effective, better networked and to collaborate faster. In short, they have illustrated ways in which we can do our jobs better. The pilot results have attracted the attention of leaders inside and outside the agency.

The Fast Learning pilot, which generated a dual product, demonstrates how DIA can reuse and recycle learning with great effect. In one product, issue teams took a retrospective look at the lessons they learned from their work on the Defense Intelligence Analysis Center's seventh floor. The valuable data collected will assist future issue teams handle logistics and environmental issues, and allow them to spend less time "gearing up" and more time on the substance of their work.

Social Network Analysis Team

Back Row L-R: Cindy Lintner, Northrop Grumman; Jon Kerr, Northrop Grumman; Zeke Wolfberg, DIA; Deb Kapler, Northrop Grumman; Front Row L-R: Sheryl Hoffman, Ranch Works; Ann Griffith, DIA; Lindsay McGahuey, Potomac Institute for Policy Studies.

Not Pictured:Dr. Karen Stevenson, Netform; Mark Emmons, DIA; David Blades, Earth Satellite Corporation; John Doyle, Northrop Grumman; Chris Mason, Northrop Grumman; Alicia Crouch, Northrop Grumman; Andrea Sanford, Sanford Design; Stephani Roark, Ranch Works; Renee Parilak, Neosentials; Jeff Muller, Neosentials.

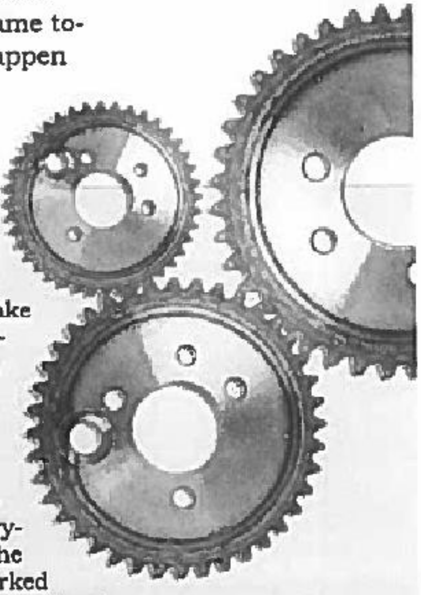
The second Fast Learning product captured the experiences and insights of both a retiring 40-year air defense analyst and a returnee from a six-month deployment to Iraq, preserving knowledge relevant to analysts and those who support analysts. Eventually this concept can expand to include an interactive "knowledge asset" web site with the opportunity to ask hard questions and get answers from experienced professionals. Both aspects of the Fast Learning pilot represent a self-learning process available across the agency.

Ann Griffith, Directorate for Analysis, of the Knowledge team describes Fast Learning as "a methodology to make knowledge reusable in order to create future successes." She says the web site will serve as an enabler to help Fast Learning happen. Griffith finds it exciting helping to put the finishing touches on the web site prototype and "thinking through the right questions to answer." The goal is to maximize the user's ability to access key captured learnings quickly in a functional format.

Within the Social Network Analysis pilot there are also two aspects. In one,

experts conducted a network analysis of the Knowledge Lab team itself. Analysis illustrated how team members' geography and directorate limit collaboration both within the Knowledge Lab and the broader agency. The analysis identified gaps in knowledge network connectivity, allowing us to identify and implement ways to increase collaboration. The findings led to the creation of two follow-on efforts: a self-selected group of 14 people develop their skill in storytelling, to serve as advocates for the Knowledge Lab; and a Social Network Analysis-identified group of about 12 individuals with high levels of knowledge-seeking and knowledge-source behavior interact with individuals on the periphery of the network. Properly applied, these activities have the potential to advance the entire Knowledge Lab network toward greater collaboration and integration, thus helping DIA move toward a fully connected, boundary-less organization.

Another Social Network Analysis project examined agency leadership linkages. This portion of the pilot helped identify potential agency strategies for increasing internal and external collaboration. Many hands worked together to enable the presentation of the leadership network analysis results. How this group came together to make the presentation happen is an example of exceptional team behavior other teams can adapt and apply (see text box).



DIA Group's Dynamics Push the Envelope

Vice Adm. L.E. Jacoby wanted to find a way to better utilize the seventh floor high-definition array. With energy, collaboration and creativity, the Knowledge Lab team pulled together to make that happen for the leadership Social Network Analysis (SNA) pilot presentation, demonstrating the very dynamics the Knowledge Lab seeks to develop. Groups throughout the agency can benefit from the lessons this group learned.

The seventh floor projection system projects high-definition images onto a large screen on the floor of the projection room from a synchronized array of computer-controlled projectors mounted in the ceiling. The system can help users see complex graphics more clearly – from Predator feeds, to satellite imagery, to PowerPoint.

The true capabilities of the seventh floor high-definition array had yet to be tapped before the leadership SNA presentation. In the matter of just a few weeks, the Knowledge Lab team reached out to colleagues inside and outside the agency to make the projection room fully operational – the presentation came off flawlessly.

Why was this particular endeavor so successful? The answer comes from looking at several aspects of the group's dynamics. From the beginning, the team saw this as an opportunity to push the envelope — to see just how much they could make happen with this projection facility. In addition, team members point to the constant information flow — from meetings, to e-mails, to phone calls — keeping everyone informed about who was doing what. These constant communications took place through a network that worked through organizational boundaries, resulting in free, unimpeded sharing encouraging personal initiative.

Differences clearly exist between this and other less successful group efforts. Instead of immediately squashing new ideas, this group welcomed them. In fact, co-workers and other "outsiders" continuously challenged one another to put fresh eyes on what was happening and offer their own ideas. The team constantly tested possibilities to maximize the room's capabilities. This openness made people comfortable in throwing out ideas, in voicing both opinions and criticisms. Team members actively listened to each other and built on everyone's suggestions. Because everyone involved could make contributions, all felt a sense of ownership in the project. Everyone on the team worked unbelievably hard because all had a stake, but having their ideas accepted and tested kept the work fun in a "light and electric" atmosphere.

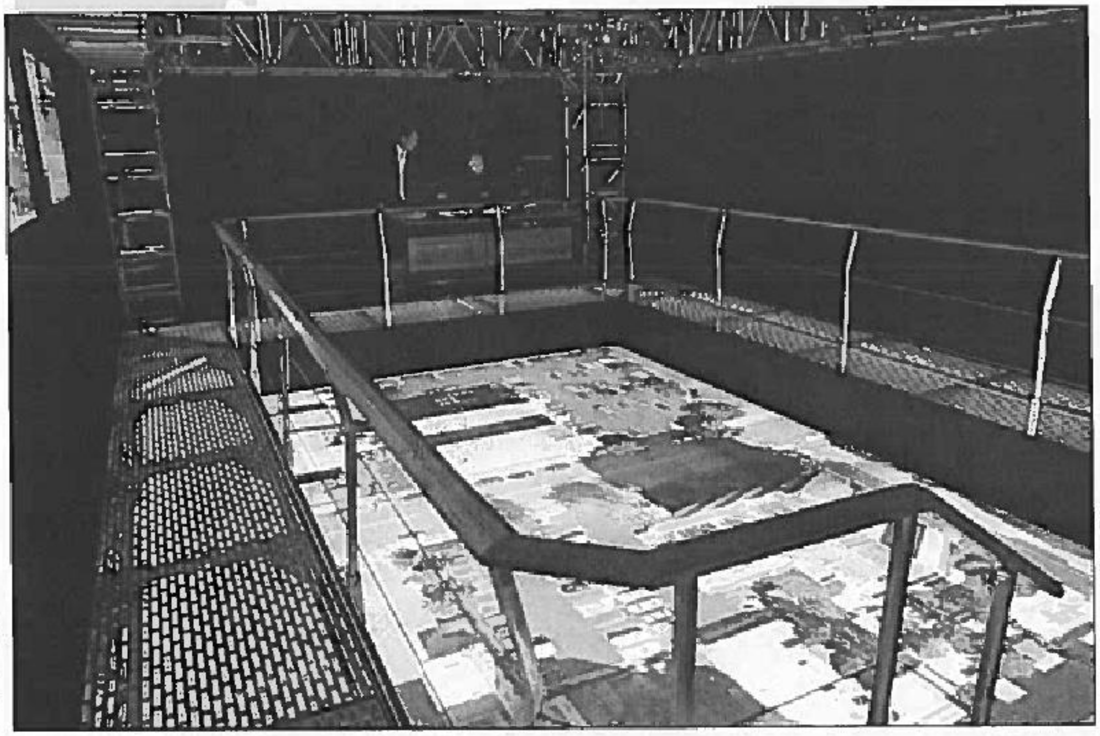
The Knowledge Lab seeks out and tests processes helping organizations improve and succeed. The Knowledge Lab team's response to Jacoby's direction demonstrates how those processes can come together. Because people really listened, all felt free to advocate. Because the team encouraged and adopted new ideas, more and more offered their help. Everyone worked harder because all felt a stake in the effort. The team's dynamics gave it the ability to take on this gargantuan task. The result: the leadership SNA pilot presentation utilized the full technical capabilities of the seventh floor projection room.

Knowledge Lab team member Keith Dunbar, Directorate for Human Capital, finds some "very useful ideas" in social network analysis for new employee training. Almost by definition, new employees enter on the periphery of the organization. Dunbar points out we can apply what we learn from our social network analysis in training new employees to get them engaged more quickly.

The User/Technologist Working Group pilot revealed ways to identify and address deep cultural problems that often exist between different work groups. The pilot set the framework for narrowing the gap between technology developers and users – groups who rely on each other, but often do not communicate well because of traditional stovepipes. The Knowledge Lab's outcome-based roadmap proved crucial to breaking down those stovepipes. This roadmap first calls for agreement on common terms of reference, removing the emotion from the discussion between participants who represent communities with a lot of history between them. Then, participants agree on how the process really works. Next, participants brainstorm a new approach to meet the needs of both communities of practice. Finally, they test the approach. If it proves successful, then the organization explores how to institutionalize the new model. These processes will give the entire agency insights into more productive collaboration.

Griffith is active with the User/Technologist Working Group pilot. Thanks to their well-thought-out roadmap, Griffith says the group has laid the groundwork to examine and fix future policies, procedures and processes. She says all are energized to accomplish the kind of innovations needed to bridge a formerly "ugly divide." Griffith points out things can come untracked if the two groups stop working side-by-side throughout the process, but the working group has helped these groups form a partnership to be sustained for the long term.

The Critical Discourse pilot disclosed how to navigate through communication issues to solve problems. The pilot showed how lower-ranking individuals and groups on the "front lines" of organi-



The high-definition array located on the DIAC seventh floor is a one-of-a-kind projection system that allows analytic teams to explore features in three dimensions.

photo by Murray Milton, DA

zations can build their skill at recognizing the explicit and implicit assumptions in their work and in others' to bring about positive change in those organizations. The pilot consisted of three expert-guided individual workshops, each separated by three to four weeks of on-the-job practical interaction and individual coaching to elevate participants' skills.

Workshop participants, drawn from across the agency, first identified their own patterns that limited knowledge development, and then practiced skills to more effectively counter these problems when they arise. Those who perfect these skills will ensure that nothing goes unexplored in their mission operations.

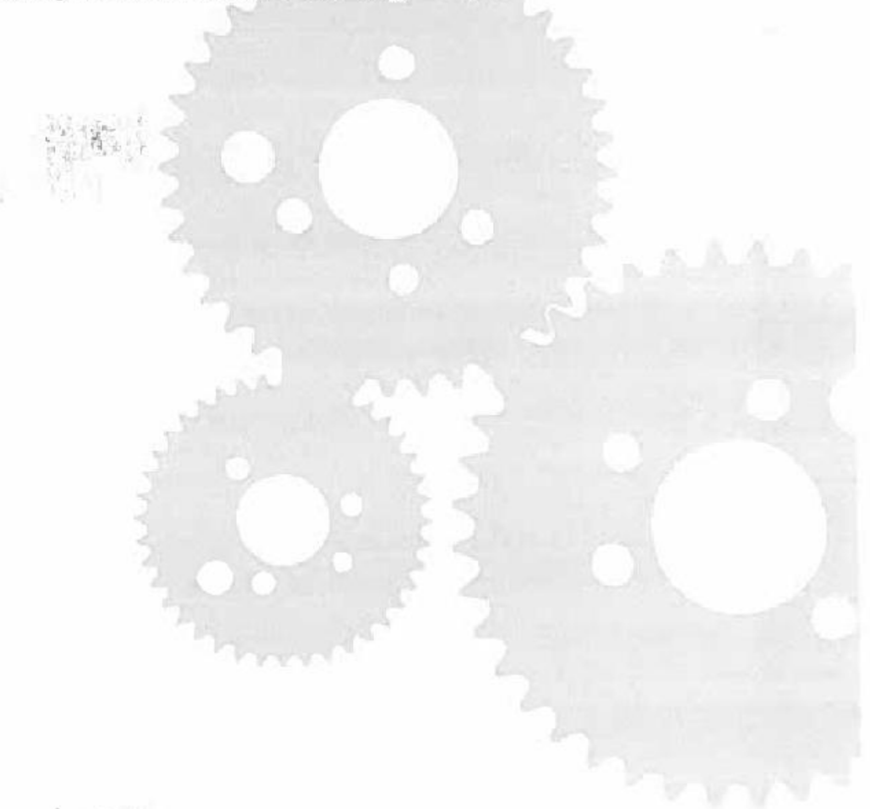
> ...we can apply what we learn from our social network analysis in training new employees to get them engaged more quickly.

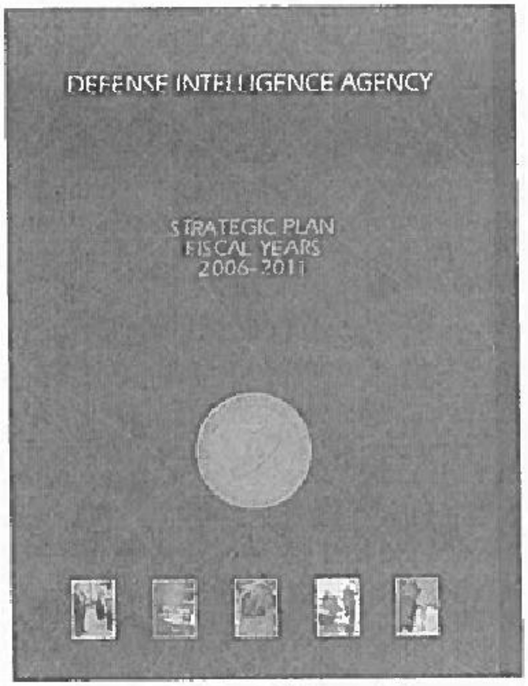
Knowledge team member Gary Thompson, Directorate for Information Management and Chief Information Officer, liked the critical discourse ideas so much, he says he "leveraged" the concepts early on from the Knowledge Lab and implemented them on a limited basis with his project managers. Thompson says he sees positive changes as those project managers learn to examine themselves and others to challenge thought processes and assumptions. In fact, Thompson's use of the critical discourse concepts has worked out so well, he wants to broaden its application to others in his work group.

The Full Spectrum Analysis pilot, just getting underway, explores new ways of rigorously testing and challenging hypotheses against the full range of possibilities. It will move participants beyond their comfort zones and give them experience in answering "How might my initial conclusion be wrong?"

The pilot reconceptualizes analytic tradecraft, culture and training. Full spectrum analysis enhances all-source intelligence operations with new tools for creating knowledge that informs decisions and drives action. The pilot's first stage — developing the concepts — is complete. The Knowledge Lab now has begun to assemble participants to test these novel concepts. Full spectrum analysis methods and approaches, which test successfully, will be incorporated into agency training and processes, resulting in heightened pattern recognition capabilities across the agency.

The imperative of the Knowledge Lab is to improve all-source intelligence operations. Intelligence professionals can benefit from the results that Knowledge Lab pilots are producing right now. From Fast Learning, to Social Network Analysis, to Full Spectrum Analysis, the Knowledge Lab taps a wide spectrum of ways to enable DIA to enhance knowledge and improve effectiveness. Knowledge Lab pilots help equip intelligence professionals for today's and tomorrow's challenges.





DEFENSE INTELLIGENCE AGENCY

STRATEGIC PLAN
FISCAL YEARS
2006-2011

LEADING CHANGE in Defense Intelligence: DIA UPDATES STRATEGIC PLAN

by Lt. Col. Anthony Williams, USA, CS

THE CREATION OF THE DIRECTOR OF NATIONAL INTELLIGENCE, passage of the Intelligence Reform and Terrorism Prevention Act and new executive orders are just some of the change-drivers defense intelligence experienced in the last year. To better reflect these developments and DIA's sustained effort to operationalize all-source intelligence, the agency updated its Strategic Plan. The new plan will be released this fall to the work force and stakeholders.

"The goals remain constant," said Chief of Staff Louis Andre, "but given the major shifts in our business environment recently we needed to review our corporate strategy, since it drives planning at the directorate level. As targets become more complex and the military transforms how it operates, defense intelligence needs to constantly reassess how it will perform its mission. The update will help the agency stay ahead of the curve."

The updated plan focuses on change in four critical areas: collection, analysis, work force and infrastructure. Some highlights include:

1. Improve and expand the agency's human and technical collection capabilities and strategies to achieve persistent surveillance.

2. Integrate collectors, analysts and supporting technology to supply global, all-source defense intelligence for warfighters, military planners and national security policymakers.

3. Develop a work force that has the technical and linguistic skills to defeat today's threats and meet tomorrow's challenges, and ensure all employees have the opportunity to excel through training, mentoring and challenging assignments.

4. Achieve expanded information access and deploy state-of-the-practice information technology tools to ensure incorpora-

tion of varied sources of information and interoperability with partners.

The six goals and 21 objectives contained in the plan will enable the agency to provide more focused intelligence. Implementing all-source intelligence supported by modern information management approaches will enhance the ability of DIA to collect and assess information against difficult targets.

A cross-functional team of directorate representatives developed the new objectives for the agency's Strategic Plan. All DIA employees are eligible and encouraged to participate in the formation of directorate-level operating plans later this year. For more information, please contact Lt. Col. Anthony Williams at 703-697-7866.

Goals and Objectives

Goal 1: Be the premier provider of defense intelligence

1.1 Strengthen defense human intelligence (HUMINT) and technical collection to provide warning.

1.2 Improve analytic capabilities to deliver timely and accurate all-source intelligence.

1.3 Establish a robust global presence through forward deployment of DIA capabilities.

1.4 Implement horizontal integration to improve information access.

Goal 2: Achieve a skilled work force

2.1 Recruit and retain a highly qualified, diverse work force with a range of backgrounds and life experiences to extend the agency's capabilities.

2.2 Strengthen the skills and knowledge of the civilian and military work force.

2.3 Ensure every member of the work force has an equal opportunity to excel.

2.4 Achieve a common identity among the work force by promoting the agency's vision, strategy and collective successes.

2.5 Instill the work force with DIA values.

Goal 3: Become a knowledge-based organization

3.1 Ensure DIA is regarded as the primary supplier of defense intelligence knowledge.

3.2 Develop innovative strategies to discover and exploit traditional and non-traditional sources of intelligence and information.

3.3 Improve culture, processes and infrastructure to support application of information and expertise.

Goal 4: Seek knowledge through collaboration

4.1 Leverage the capabilities of domestic and foreign partners, including intelligence agencies, law enforcement, academia, commercial sector and non-traditional organizations.

4.2 Research, deploy and support interoperable information management capabilities and services.

Goal 5: Provide a modern, secure and rewarding work environment

5.1 Continuously improve physical infrastructure to enhance work force performance.

5.2 Implement a continuity of operations program to ensure mission-essential functions remain viable for customers and stakeholders.

5.3 Offer an enriching environment that fosters teamwork, has flexible employment options and recognizes and rewards excellence.

Goal 6: Implement superior leadership

6.1 Strengthen communication between customers, partners, the work force and stakeholders.

6.2 Improve the alignment of capital against DIA's Strategic Plan through effective allocation, financial management and stewardship of resources.

6.3 Institute a continuous strategic planning process at the agency and directorate level that holds leaders and supervisors accountable.

6.4 Implement a centralized performance management process at the agency level using a full spectrum of metrics and performance measures.

How DIVERSE is Your DIRECTORATE?

By Amy E. Bristow, MD

WHY DOES DIVERSITY MATTER? Diversity matters because DIA benefits from a work force inclusive of everyone and reflective of the population at large.

The importance of diversity is supported throughout the intelligence community. According to the director of central intelligence's (DCI) Diversity Strategic Plan, "To meet the worldwide challenges of coming decades, our community will need to attract, train and retain talented employees who have a deep understanding of other societies, cultures and languages." DIA's Strategic Plan reinforces that importance by stating in goal two, "The agency is committed to the premise that diversity will assist us in achieving our multifaceted mission."

di-ver-si-ty\noun The quality of being made of many different elements, forms, kinds, or individuals.

The Diversity Management and Equal Opportunity Office (MD) tracks data for minorities and women (39 percent of the DIA work force) within the agency, and the good news is that diversity is on the rise.

All DIA minority population groups increased during fiscal year 2004, with the exception of Native American women, compared with fiscal year 2003. Both the percentage of personnel with disabilities (5 percent) and the percentage of personnel with targeted disabilities (1.1 percent) remained stable from fiscal year 2003.

Diversity awareness is the key to improvement. Using data provided by DIA's Office for Human Resources (HC), MD develops quarterly agency diversity reports. Reports to directorates include on-board employees and new hires compared to totals from the end of the previous fiscal year, as well as the 2000 Civilian Labor Force figures. Information empowers key leadership by making them aware of the growth or decline of women and minority representation, which is used to identify potential barriers to employment and pinpointing areas in which strategies need to be developed to improve underrepresentation of particular groups.

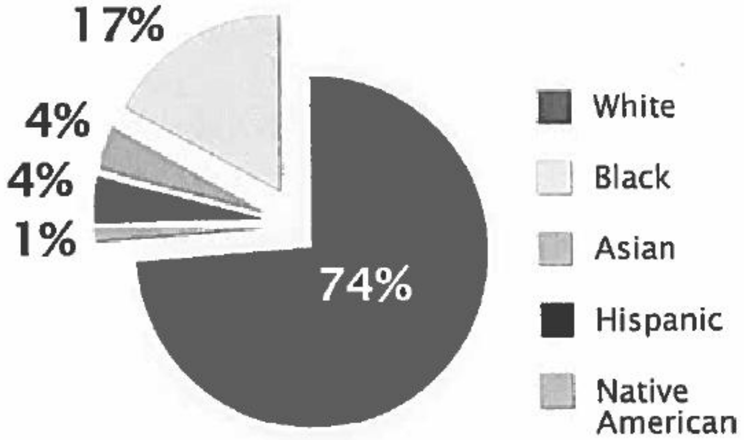
Native Americans and Hispanics remain underrepresented within the agency, while Caucasian women and minorities in general continue to be underrepresented in the agency's senior and executive levels. Work force analysis of diversity data such as this focuses on trends and defines the need for targeted recruiting – special efforts made to inform underrepresented groups of the availability of vacancies.

Focusing the MD-sponsored special emphasis program councils to identify recruitment sources yields a diverse, highly qualified applicant pool to address hiring

goals. Coordination between HC and MD seeks to eradicate underrepresentation and expand the recruitment pool.

It should be noted that our efforts focus on increasing the diversity of the applicant pool only; there is no implication that diversity plays any part in who is selected to fill a vacancy. All selections should be made on the sole basis of merit.

By improving awareness, identifying groups that are underrepresented and focusing on ways to expand the job applicant pool, MD in conjunction with HC, strives to improve diversity for the entire agency — and ultimately strengthening the work force and meeting the goals of the DIA Strategic Plan and the DCI's Diversity Strategic Plan.



Source: DIA fiscal year 2004 Year End Personnel Fact Book; rounded to the nearest percent. Please note that this chart does not include foreign-national employees or those whose ethnicity is unknown.

The President's Daily Brief: New RESPONSIBILITY, Big OPPORTUNITY

By Eric L. Dahlstrom, DI

THE APPOINTMENT OF AMBASSADOR JOHN NEGROPONTE as director of national intelligence (DNI) is opening doors for DIA, including those to the Oval Office. In April, the DNI invited DIA and other agencies to be partners in the President's Daily Brief (PDB), a task once the sole responsibility of the CIA.

As you can imagine, the PDB is an elite intelligence product, geared for the most powerful person in the world. From Crawford, Texas, to Baghdad, Iraq, the president remains up-to-date on the most important intelligence developments.

Participating in the PDB gives DIA analysts direct access to the most influential policymakers in our government. In addition to the president and vice president, the PDB goes to a handful of those in charge of the National Security Council, the Department of State and the Pentagon.

From editors to graphic artists, briefers to drivers, the PDB process is a major production and logistics challenge. To fit seamlessly into this process, DIA's Directorate for Analysis has a new organization within its Operations Staff — the Production Management Division (DI-OS5). This group of experienced analysts and writers interact with the DNI staff on all issues related to the PDB.

The DI-OS5 team helps craft the PDB articles and associated background materials. Articles are to-the-point and consider all implications for the U.S. Background notes clearly explain the importance of the message to the president and present potential questions and answers to help briefers prepare to meet with their customers. Simple graphics — photos, maps and text boxes — often are the best way to portray key ideas.

A typical day for the DNI PDB staff starts when most of Washington is still asleep. PDB briefers arrive for work and carefully review the day's articles and background notes. Before sunrise, PDB authors arrive at CIA headquarters to answer any last-minute questions as briefers leave for the White House, Pentagon and Foggy Bottom. By mid-morning, the briefers return for a "hot-wash." During this session with DNI leaders, briefers review their customers' interests and follow-up tasks.

Following the hot-wash, PDB staffers turn their focus to the next day's briefings. They review scheduled items and task new topics. PDB editors spend the afternoon and early evening hours working with authors to craft the best articles possible. A senior member of the DNI PDB staff gives a final review before sending articles to the print plant. Final reviews can occur even after midnight.

As articles are going to press, briefers arrive and the cycle begins again.

DIA analysts who have written for the PDB enjoy the experience — even the 5 a.m. brief-the-briefer sessions! Knowing you have the attention of the most important decision maker in the world and that your article could influence U.S. policy, may be the ultimate sense of accomplishment for intelligence professionals.

If you want to make a difference, consider writing for the PDB — the president will thank you for it.

Understanding ISLAM and the MUSLIM CULTURE

By Sarah R. Gumina, MD

ON JULY 28, DIA's Office of Diversity Management and Equal Opportunity (MD) sponsored the first Diversity in Action lecture, "Understanding Islam and the Muslim Culture." The program was scheduled in response to employee requests to increase understanding of the Islamic religion, Muslim culture and to help dispel myths currently prevalent in our society.

photo by Donna Abernathy, MD

Dr. Abdullah M. Khouj speaks with an audience member following the program.

The speaker was Dr. Abdullah M. Khouj, director of The Islamic Center in Washington, D.C. Khouj provided insight into the Islamic religion as well as the Koran. He mentioned many key Muslim beliefs, to include: afterlife; eternal life with the body and soul; and how everything is preplanned — your income, your lifespan, your job, etc. These predetermined aspects can be changed only by praying to Allah (God) and with the person's submission to Allah those mentioned could happen, Allah willing. The Islamic religion requires praying five times a day, reading verses of the Koran, praising Allah and thanking him for everything one has.

Khouj said, "We are human beings, God says:-evil doers are condemned through themselves and think they are doing the right thing. The Koran prohibits the killing of a human soul. This is equivalent to taking out all human beings. The same goes for the opposite, if you bring life to one soul, it is like bringing life to all."

This program generated many comments and questions. The amount of positive feedback received was overwhelming and DIA appreciates all of the employees who supported this effort. In addition, MD is planning to sponsor a tour of the Islamic Center in Washington, D.C.

Inside the COMBINED MEDIA PROCESSING CENTER and the ISG: The Beginning

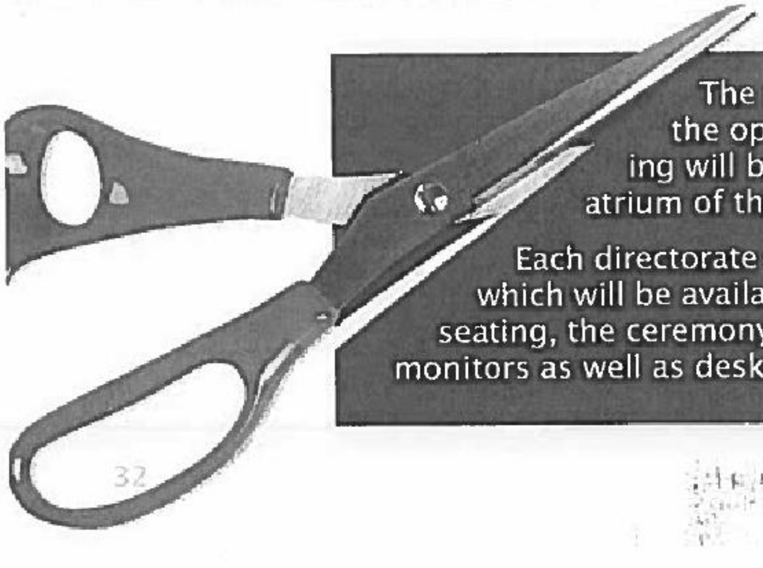
By Gene H. Smith, DA

THE LEGACY OF THE IRAQ SURVEY GROUP (ISG) will reside in the footnotes of history, but its success will be determined by what it found in Iraq. The ISG's most well-known mission was to find the truth about Iraq's Weapons of Mass Destruction (WMD) program. The Combined Media Processing Center (CMPC), a major subordinate element within the ISG, had the lesser-known mission of exploiting collected Iraq government information to find evidence of such a program. The mission of exploiting Iraqi government documents was called document exploitation (DOCEX).

U.S. and coalition partners collected hundreds of millions of Iraq government documents and media, including both digital and analog, as a result of Operation Enduring Freedom and Operation Iraqi Freedom. U.S. and coalition partners will return the information to Iraq, but not before the collected information is exploited by batching, triaging, prepping, scanning, translating and warehousing the information for the intelligence community to understand the regime of Saddam Hussein and his control of the government of Iraq.

Retired Maj. Gen. Keith Dayton, formerly DIA's Deputy Director for Human Intelligence, was the director of the ISG at its inception. Dayton created a unique organization with no previous examples or doctrine to use as a guide. The ISG was primarily an intelligence organization by function but the complete scope of functions is difficult to identify due to changes in both formal and informal requirements. As a result, the ISG remained a unique organization in terms of joint military operations. Dayton organized the ISG along traditional joint military lines with a staff for intelligence (J2), logistics (J4) and personnel (J1), among others. Although one staff element of the ISG became the focal point for DOCEX – that staff element became the CMPC.

Dayton delegated the role and daily oversight for exploiting collected Iraq government information to the CMPC. The CMPC established its main DOCEX operation (CMPC-M) in Qatar, supported by several smaller operations at the tactical level — mostly in Iraq — to be near the collected information. Tactical priority intelligence requirements (PIRs) in Iraq drove DOCEX operations including mostly triage efforts. Strategic PIRs at Qatar enabled slower and more deliberate operations across the DOCEX operational spectrum.



The ribbon-cutting ceremony that celebrates the opening of the new DIA Expansion building will be held Friday, Oct. 21, at 10 a.m., in the atrium of the new building.

Each directorate will receive a specific number of tickets, which will be available in late September. Due to limited seating, the ceremony will be broadcasted on the flat screen monitors as well as desktops.

The tactical operations of the CMPC retained both triage and translation capabilities. Considering the magnitude of the task, these DOCEX operations were set up in theatre because shipping the information back to the U.S. would be cost prohibitive while the translation and interpretation needs of the operation could be better met locally.

As a historical note, DOCEX occurred in Baghdad before the main effort was assigned to Qatar. Qatar became the primary working facility for DOCEX in mid-July 2003, after President Bush's visit to the region when, at the same time, Qatar retained more documents than Baghdad. The DOCEX operation in Qatar became a CMPC as early as June of the same year, when it received not only Iraqi government documents but both digital and analog data. The DOCEX operation in Baghdad always retained some triage capability, which was the effort to break down information into useable categories. The CMPC-M, Qatar held more than 15,000 boxes of hardcopy documents at the end of 2003, including 8.5 terabits of Iraq government data and countless examples of analog media.

Since the files were captured by DoD, combat collected, initially processed and evacuated to larger holding areas maintained by DoD, the CMPC was assigned custody of the files. The result was that DoD became responsible for extracting the data in the files important to the intelligence community. The issue of custody was not immediately apparent in theater, and officers from the director of central intelligence, Office of the Secretary of Defense and national intelligence organizations presided over the files until policy was agreed upon, eventually assigning custody to the ISG.

Extracting data from such files was known as DOCEX. In the case of the CMPC-M, DOCEX occurred in a non-hostile environment where secure warehousing and translation services were easily accessed.

Once custody was established, the next step involved distributing the combat collected files. Baghdad became the central distribution facility for the collected files in Iraq. Baghdad distributed to CMPC-M data determined to have no impact on the search for a WMD program. ISG distributed more data to CMPC-M than it kept, including some of the larger batches of the Iraq Intelligence Service files, due to warehousing issues. Later, the ISG in Baghdad kept captured information related to force protection PIRs, including leads that would help identify possible insurgents in Iraq who targeted U.S. forces in theatre. This information would be used in direct action missions in an effort to stabilize Iraq and stop the insurgent movement. The ISG pursued this requirement as their terms of reference changed.

Eventually, the CMPC-M became a record repository for the overall ISG command. Because a repository was not primary to the overall mission requirements of the ISG, the ISG created an economy of force operation in Qatar. As a result, ISG borrowed forces including linguists from Qatar and other personnel from time to time to assist in its primary mission requirements in Iraq. ISG in theatre did hire contract linguist as manpower requirements demanded, but all new hires needed to pass security vetting and demonstrate proficiency in Arabic and English, a process not suitable for quick responses.

ISG established mission requirements in Iraq but guidance and policy came from the DCI including guidance related to classification of Iraq data entering CMPC facilities. All incoming data at CMPC-M and the information therein were determined by the DCI to be indeterminate, which meant the information was by its nature not classified until a determination was made to classify information.

Now, nearly two years after CMPC got its start, the process described above is still in place. The ISG may go away, but CMPC will continue to be associated with the documents found in Iraq due to the need for a process organized around the DOCEX mission.

EXCITING DEPLOYMENTS for Counter-Narcotics Analyst

By JoAnn H. Seapy, DI

THE FOLLOWING EXPERIENCES are just a few of the many diverse experiences analysts can anticipate while working in DIA's Counter Narcotics Trafficking Office (CNT). Newly hired analysts are often immersed for one to three months in the culture and language of their assigned country, and therefore are better equipped to accomplish their strategic mission supporting national-level counterdrug policymakers.

After being handed black Army boots, a headset and instructed to strap into one of the jump seats on a C-130 aircraft, a counterdrug analyst from the South America Division, got her first view of Bolivia's landscape. A UH-1H helicopter became her next mode of transportation as she flew just above the jungle canopy with the Bolivian Air Force elite Red Devils, eventually landing in a field adjacent to the Army's coca-eradication base camp. She spent the day getting an up-close-and-personal look at coca cultivation, maceration pits and makeshift outdoor cocaine base laboratories. The analyst was also able to interact with the host-nation military and police counterdrug units.

Belizean counterdrug forces training near a U.S. Army Chinook helicopter.

Daniel Lavelle, a counterdrug analyst with the Mexico and Central America Division, participated in a U.S. Southern Command counterdrug support operation during a deployment to Belize. Lavelle flew to clandestine airfields on the Guatemala-Belize border with the Belize Defense Force and Counterdrug Police in a U.S. Army Chinook CH-47. They cratered some of the airstrips to render them temporarily useless and retrieved serial numbers off downed planes.

While deployed to the north coast of Colombia, Gerald McClellan of the Colombia Division, got a firsthand view of confiscated smuggling go-fast boats, including semisubmersibles. Traffickers build these vessels with the hope of evading law enforcement and successfully completing a drug shipment. During deployments, analysts like McClellan get a feel for the maritime capabilities of typical smuggling vessels and real-time counterdrug operations by interacting with host-nation military and law enforcement, the U.S. country team and interdiction agencies involved in detecting, monitoring and interdicting maritime drug smugglers departing Colombia.

During a month-long deployment to Peru, another counterdrug analyst from the South America Division accompanied the U.S. Army attaché on a road trip to Peruvian Army installations in the southern region. She was a guest at a military commemorative ceremony, sitting on the dais with Peruvian military leaders and later enjoying refreshments with the officers and non-commissioned officers. The Peruvian Army commanding general, anxious to give this American analyst a taste of his culture, invited her to join him and his family at their ranch for a traditional Peruvian meal.

These deployment experiences give CNT analysts a better understanding of their assigned countries, which allows them to produce better intelligence products.

The MASINT Portal

By DTM Staff

DIA'S DIRECTORATE FOR MASINT and Technical Collection (DT) developed the Measurement and Signature Intelligence (MASINT) Portal as a means to provide consumers with timely and easily discovered MASINT products.

The portal enables collaboration across the worldwide MASINT production community that resides on multiple intelligence community and Department of Defense networks, since MASINT has evolved as an entrepreneurial collection discipline driven by specific customer requirements.

The MASINT Portal provides seamless access to products and collaboration tools across the Joint Worldwide Intelligence Communications System (JWICS), National Security Agency's communications network (NSANet), the Government Wide Area Network (GWAN), National Geospatial-Intelligence Agency's communications network (NGANet) and the CIA network. To reach an even larger consumer base, the MASINT Portal was in place on Secret Internet Protocol Router Network (SIPRNet) in late July, and is now being planned for STONE GHOST.

The Standards Management Branch, located at Wright-Patterson Air Force Base, Ohio, manages the operational and functional development of the MASINT Portal to meet requirements from national and warfighting customers. Because the portal was developed in multiple spirals with continual customer participation, it features intuitive interfaces for product discovery and collaboration. Additionally, the portal provides all functionality without requiring special software to be installed on the customers' computer systems and works in minimal communications bandwidth environments.

Fifty-six different types of indexed MASINT products are available via the MASINT Portal through links from diverse, worldwide MASINT production center/producer Web sites and shared spaces. Users may access any or all available, indexed MASINT products via text, map or statistical queries. Registered users can customize the functionality and look of the portal to meet their local needs. They can even establish customized automatic notification for newly generated MASINT products, and establish communities of interest (COIs) that provide customized spaces where users may chat, share files, calendars and post announcements.

The ease-of-use, agility to meet emerging customer requirements and the ability to support operational customers prompted U.S. Central Command, Special Operations Command and the Joint Chiefs of Staff intelligence campaign planning development teams to choose the MASINT Portal as their tool of choice for MASINT product discovery and collaboration.

The JWICS-hosted MASINT Portal can be accessed via links on the DIA home page at http://delphi.dia.ic.gov/index.htm, the DT home page at http://dt.dia.ic.gov/ or by going directly to the MASINT Portal at http://www.masintportal.wpafb.ic.gov/.

Reasonable Accommodation

By Noemi Pizarro-Hyman, MD

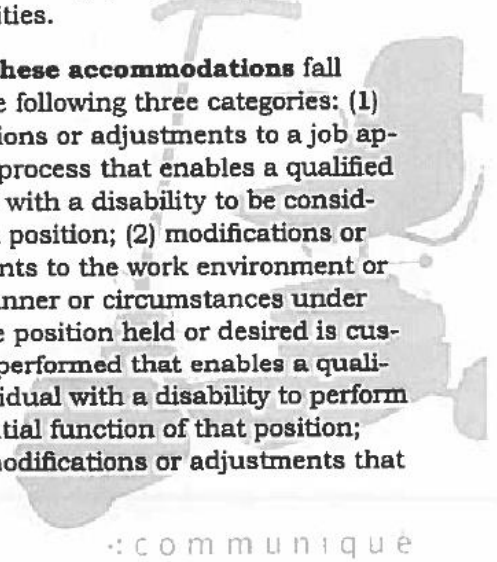
DO YOU EVER WONDER HOW THE LAW WOULD PROTECT YOU if you were to become a person with a disability? What do you think of when you hear the words "reasonable accommodation?"

The Rehabilitation Act, enacted in 1973, calls for the federal government to become a model employer of individuals with disabilities. It requires agencies to give full consideration to the hiring, placement and advancement of qualified individuals with mental and/or physical disabilities; and requires agencies to not discriminate against a qualified individual with disabilities.

According to the 29th Code of Federal Regulations (CFR), Part 1614.203, a person with a disability is defined as one who: (1) has a physical and/or mental impairment, which substantially limits one or more of major life activities such as walking, breathing, speaking and working; (2) has a record of such impairment; or (3) is regarded as having such an impairment. The CFR also requires that an agency make reasonable accommodation to the known physical or mental limitations of an applicant or employee who is a qualified individual with disabilities, unless the agency can demonstrate that the accommodation would pose an undue hardship on the operations of its programs.

So ... what is reasonable accommodation? Any change in the work environment or in the way things are customarily done that enables an individual with disabilities to enjoy equal employment opportunities.

Most of these accommodations fall within the following three categories: (1) modifications or adjustments to a job application process that enables a qualified applicant with a disability to be considered for a position; (2) modifications or adjustments to the work environment or to the manner or circumstances under which the position held or desired is customarily performed that enables a qualified individual with a disability to perform the essential function of that position; and (3) modifications or adjustments that



Computer/Electronic Accommodations Program

The Department of Defense established the Computer/Electronic Accommodations Program (CAP) in 1990 to improve accessibility for people with disabilities and remove the cost of accommodations. TRICARE Management Activity, a field activity of the Office of the Assistant Secretary of Defense for Health Affairs, is the executive agent. CAP provides reasonable accommodation in support of employees with hearing, visual, dexterity, cognitive and communication impairments.

Via the 2000 National Defense Authorization Act, CAP has the authority to provide technology, devices and services to any department in the federal government, upon agency head request. CAP is the federal government's centrally funded accommodations program providing assistive technology solutions at no cost to the requesting agency. Their success lies in the ability to provide these services quickly and easily, which can increase employment and retention of employees with disabilities.

To learn more about CAP, please visit www.tricare.ods.mil/cap or call DIA's Office of Diversity Management and Equal Opportunity at 202-231-8178.

enable a covered entity's employee with a disability to enjoy equal benefits and privileges of employment as are enjoyed by its other similarly situated employees without disabilities.

Examples of reasonable accommodations include: making facilities readily accessible to and usable by individuals with disabilities, job restructuring, part-time or modified work schedules, acquisition of or modification to equipment or devices, appropriate adjustment or modification of examinations, the provision of readers and interpreters and other similar actions.

Want to learn more about reasonable accommodation? Visit *www.jan.wvu.edu* or contact DIA's Office of Diversity Management and Equal Opportunity at 202-231-8178.

Intelligence Community DELIVERY SERVICE

By Russell Slayden and Stacey Mulligan, Intelink Management Office

Intelink now offers an important new content delivery capability. The Intelligence Community Delivery Services (ICDS) *www.ic.gov/icds/* is a web-based service offering a dynamic and time-saving approach to information delivery by providing intelligence data to analysts and consumers of information without having to explicitly search for it every time.

This is the first of several tools and services the Intelink Management Office (IMO) has partnered with DIA. Using DIA's Metadata Extraction and Tagging Service (METS) as an integral part for the newly develop service, the IMO and DIA are providing new ways to deliver content to analysts and users of intelligence. Behind the scenes, ICDS monitors and organizes new intelligence products from intelligence community and Department of Defense intelligence producers as they are published. ICDS is powerful enough to find and deliver new products in a matter of minutes.

A key component of ICDS (formerly known as SATURN) allows users to create profiles based on their current interests. Once intelligence topics and regions of interest are selected, users can refine the query by selecting keywords and/or date range options and create a personalized headlines page that displays the results of the profile running against new intelligence products. The end result is a seamless, extremely current "push" of intelligence products to the analyst's desktop. ICDS goes well beyond the existing message profile delivery, by including finished intelligence from sources all across Intelink.

ICDS is currently available from several Intelink Central locations, including the Search Engines module, or by choosing ICDS from the "Search For" menu at the top of Intelink Central. First time ICDS users will find the default home page, which presents the most current information about five regional areas.

The page is refreshed automatically with new results. Users can perform quick and general searching over the current products on Intelink without a login. However, logging in by using an IC PKI certificate allows users to create and save searches, and have newly posted products delivered automatically to them using their personal profile.

No PKI certificate? Not to worry; a trial registration is available for those who have not yet obtained one. ICDS is currently available on the Joint Worldwide Intelligence Communications System (JWICS), with a Secret Internet Protocol Router Network (SIPRNet) version coming in the near future.

Users will find ICDS easy to navigate with pre-arranged region and intelligence category columns. Each world region has options, and the same is true of the category column, which was created from the existing Intelink topic directory. A hallmark of ICDS is its currency; you will be able to see how recently new information was posted – many products are only minutes old. Basic and advanced searching provides helpful features, like the ability to search and sort results by date, relevance and other attributes. ICDS flexibly allows users to display results in a brief, summary, or detailed format, and rearrange and manipulate the appearance of their personalized page. Any product listed from a profile or query can be viewed by a single click.

INTELINK
ICDS
Want current intel delivered to your desktop?
Check out ICDS now!!

Partnering with DIA will produce one of the most exciting new developments in search capability. METS will identify named individuals, terrorist organizations and weapons systems wherever they appear in documents. These entities will be tagged and made available to the new IMO integrated search capability. They will allow the software to list the entities found in any set of search results. From this list, users can discover intelligence they did not know to look for in the first place. The IMO/METS partnership will make searching faster and more effective.

IMO is also working with producers to ensure that their products are added to ICDS as quickly as possible. We're also working with partners throughout the community to develop a more robust search and retrieval platform that will aid users in information discovery and sharing, of which ICDS is one piece.

Coming improvements include the ability to exchange profiles, receive profile results via multiple delivery methods and other search and discovery features. We invite your feedback on ICDS content, to ensure that intelligence delivered through ICDS is relevant to mission needs, and welcome your ideas and suggestions on how to improve Intelink search and discovery. Please contact us at *search@intelink.ic.gov*.

WHERE ARE THEY Now?

By Sarah E. Mazur, CP

The Communiqué staff spoke with three alumni of the senior service schools about their experiences, how it benefited their career and where they are now.

Daniel Gottlieb, senior intelligence officer (advisor) to the Assistant Secretary of Defense for Homeland Defense (J2J-3), graduated in June 2004 from the National War College (NWC).

Please tell our readers about your experience.

Spending a year at NWC was an amazing experience academically, athletically and socially. NWC was an opportunity to learn from some of the foremost experts in government, academia and the private sector.

Also, with students from every military service and virtually every federal agency, and international fellows from 29 different countries, NWC provided a learning environment to gain insights from many different perspectives.

Finally, a big part of NWC is built around the Regional Studies Program. This program is designed to focus on a particular region of the world — to learn about its history, culture, politics, regional security issues and national security decision making processes. I chose Sub-Saharan Africa, a region I knew very little about. At the end of the school year, I spent two weeks traveling throughout South Africa and Mozambique, meeting with government officials; visiting military bases, government ministries and cultural landmarks; and getting to know a little bit about the people, the culture and the environment. In the end, I came away from NWC much richer from the experience and grateful to DIA for the privilege of attending such a fine institution.

What was your follow-on assignment after graduation and how did the program prepare you for it?

I was assigned to the Executive Support Office (ESO) as an SIO/advisor to the Assistant Secretary of Defense for Homeland Defense Paul McHale. In many respects, ESO was the perfect follow-on assignment. I spent a year studying national security strategy and the interagency process, subsequently having an opportunity to apply what I had learned. I also had an opportunity to fill in for several weeks on the secretary of defense account, briefing the secretary's military assistant on a daily basis and preparing the daily intelligence update.

How has the program helped you in your career?

NWC was an outstanding experience that will continue to help me in my career for years to come. After having been out for more than a year, I see positive benefits from the experience every day. It's not just the impact on your resume, or the doors that open when people learn that you're a war college graduate – it's the lifelong friendships you build and becoming a part of an elite fraternity.

Michael Londregan, chief of the Office for Security Operations and Antiterrorism (DAC-2), graduated in June 2003 from the National War College (NWC).

Please tell our readers about your experience.

The best part of the experience was my classmates — the caliber of people in my class was unbelievable. Our class leader, for example, was a prisoner of war in Desert Storm for eight days. To hear her story and to have the attitude she had was inspiring.

The NWC experience is best captured in a quote posted on the third floor of Roosevelt Hall, home of NWC. "We are all working toward a common objective, protection of our country and what we stand for. We must have an appreciation for the different ways we all contribute to that objective. This builds confidence in our teammates. When a man sees that he doesn't have to do a hard job alone, he will let others help."

That is what NWC was all about for me – understanding what the military services, State Department, intelligence and other agencies bring to the table. Understanding how we use our different instruments of power in various ways, and developing a network of future leaders that I tap into on a weekly basis.

What was your follow-on assignment after graduation and how did the program prepare you for it?

I came into my current position right after graduation. I would have never been able to execute the duties of this leadership position without the mind broadening experience of NWC. Having 10 months away to "recharge" was invaluable. We get so caught up in the day-to-day grind that we are precluded from taking the time to think big things. NWC gave me that chance. When I came back to my assignment, I had a great understanding of where we as an agency fit into the national security apparatus. That is imperative for me to effectively execute my duties as an enabler of the agency's core business areas.

How has the program helped you in your career?

Senior service school is a huge professional ticket, and to have attended and received my masters from NWC is a huge confidence boost. I highly recommend it!

Janice F. Shipley, Directorate for Human Intelligence (DH) program assessment rating tool project officer and SIO for Human Intelligence (HUMINT) Management, graduated in June 2003 from the Air War College within the Defense Leadership and Management Program.

Please tell our readers about your experience.

When I arrived at Maxwell-Gunter Air Force Base, Ala., July 2002, fresh on everyone's mind were the attacks of Sept. 11, the preceding intelligence failures and Operations Enduring Freedom and Iraqi Freedom. What I found most interesting were the impacts of these two campaigns on Air Force doctrine and culture.

It is the flexibility and adaptability of Air Force personnel at all echelons that impressed me the most. Air Force leaders not only learned the lessons of prosecuting the Global War on Terror, but they quickly adapted and continued to contribute world class support. Air power is still a major force multiplier for the U.S. and its allies, but it is not the only type of force required to deter enemies or to fight and win wars.

What was your follow-on assignment after graduation and how did the program prepare you for it?

My follow-on assignment changed when I reported to DH as an SIO for HUMINT. The Air War College gave me an even deeper understanding of DIA's obligation to be responsive to customers at all echelons.

How has the program helped you in your career?

I better understand that intelligence is just one component – although an important one – of any national security decision making process. In order to remain relevant to the Department of Defense and national leaders, everything we produce must be fully vetted, credible and of the highest quality.

I also know that in order to be on par with my military counterparts, I need more leadership experience than I have amassed to date.

on the HORIZON

events for september, october & november 2005

September 11	Patriot Day
September 16	National POW/MIA Recognition Day
September 17	Constitution Day
September 22	Director's Town Hall, from 9:30 to 11 a.m., in the Tighe Auditorium
September 23	Junior Enlisted Advisory Council Car Wash, from 9 a.m. to 3 p.m., in the BX parking lot on Bolling Air Force Base
September 30	DIA Annual Picnic, from 11 a.m. to 2 p.m., at the picnic grounds on Bolling Air Force Base (Sporting events begin at 7 a.m.)
October 3	CFC Kickoff Ceremony, from 12:30 to 1:30 p.m., in the Tighe Auditorium
October 6	German American Day
October 10	Columbus Day Holiday
October 13	Navy Birthday Celebration, from 10 to 11 a.m., in the Tighe Auditorium
October 17	Quarterly Military Awards Ceremony, from 2 to 3 p.m., in the Tighe Auditorium
October 19	Director's Town Hall, from 9:30 to 11 a.m., in the Tighe Auditorium
October 19	35th Annual Honorary Awards Ceremony, from 2 to 4 p.m., in the Tighe Auditorium
October 21	Ribbon-Cutting Ceremony for the DIAC Expansion Building, at 10 a.m., in the atrium of the new building
November 4	DIA Change of Command Ceremony (scheduled)
November 9	Marine Corps Birthday Celebration, from noon to 2 p.m., in the Tighe Auditorium
November 11	Veterans Day
November 15	Annual Benefits Fair, from 10 a.m. to 2 p.m., Bolling Air Force Base
November 16	DIA Turkey Bowl, Bolling Air Force Base
November 24	Thanksgiving Day
November 29	Diversity in Action series, from 9 to 10:30 a.m., Bolling Air Force Base

For further information or updates concerning these events, please refer to the internal communications Web site.

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The DEFENSE INTELLIGENCE AGENCY Commemorates

Constitution Day

SEPTEMBER 17

This year marks the 218th anniversary of the signing of the U.S. Constitution by the delegates of the Constitutional Convention. Section 111 of Title 1, Division J, of the Fiscal Year 2005 Consolidated Appropriations Act (Pub. L. 108-447), requires federal agencies to provide educational and training materials on the U.S. Constitution to employees each year. In accordance with this law, DIA has posted information at http://www.dia.ic.gov/proj/generalcounsel/constitution1.pdf and at http://www.dia.ic.gov/admin/constitution/index.htm.

You may also find out about Constitution Day events and test your constitutional knowledge at www.archives.gov, www.opm.gov/constitution_initiative/or www.constitutioncenter.org on the World Wide Web.